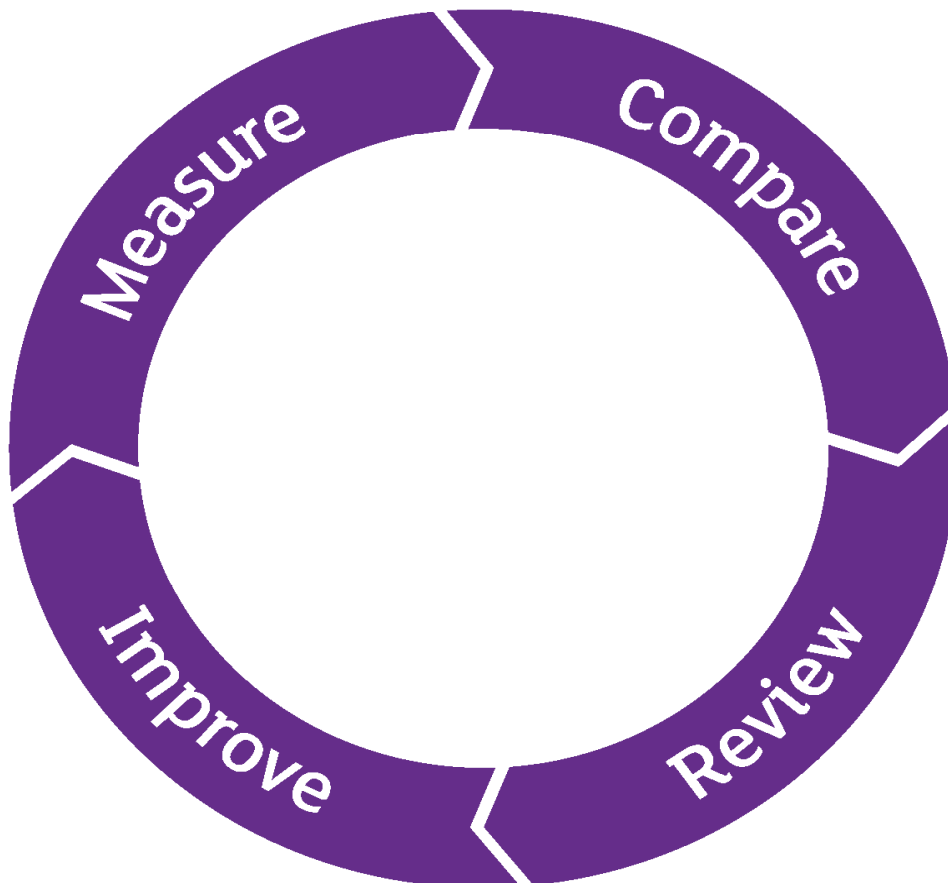


Information Services

# pensions administration benchmarking club

2016 - Cambridgeshire Final Report



## PREFACE

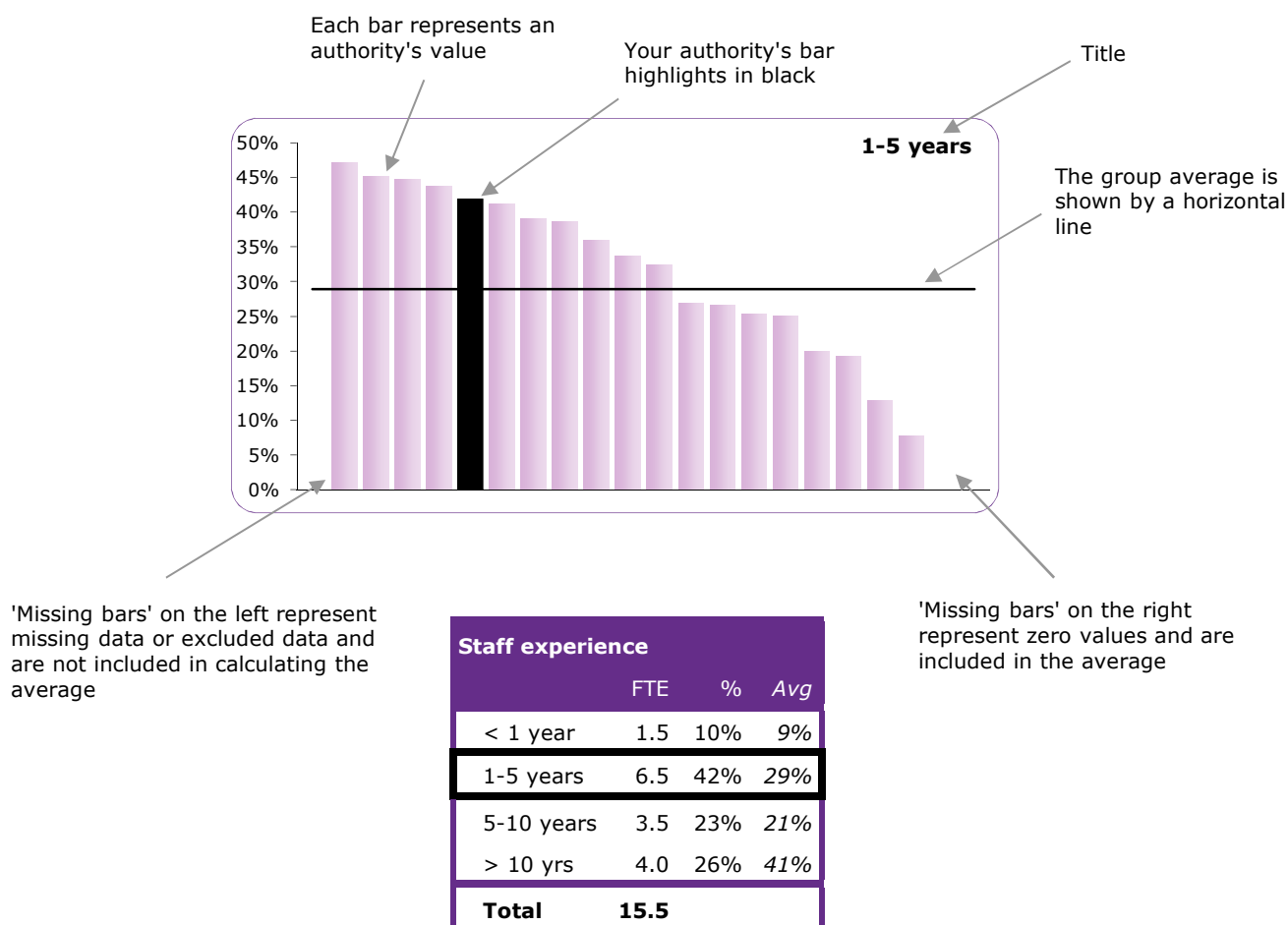
This report compares your data with the group of authorities specified on the title page.

Throughout the report your figures are shown in tables and in graphical form. If you are not familiar with our reports we hope this page will help you to better understand the way we present this data.

**Averages:** Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

**Charts:** We display a large amount of data on charts as this allows us to show the data for the entire group efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.). Below we have annotated an example chart to help explain what they are showing.

**Bar Charts:** These are our standard method of displaying a full set of data



# INTRODUCTION

This report compares your performance with the group of authorities specified on the title page. It is divided into the following sections.

	Page
1 Summary 2016	4
2 Cost Measures	5
3 Workload Measures	11
4 Staff Related Measures	22
5 Industry Standard Performance Indicators	26
6 Comparison by method of service delivery } <i>final reports</i>	27
7 Timeseries } <i>final reports only</i>	28

## Section 1 - Summary 2016

This page provides a brief summary of the most salient aspects of the report.

## Section 2 - Cost Measures

This section concentrates on cost/member ratios starting with total cost/member which is then broken down by staff costs, payroll costs, direct costs, overheads and income. Further analysis of direct costs and overheads is also provided in this section.

## Section 3 - Workload Measures

The first measure of workload is the number of members in the scheme, which is shown along with a breakdown by class of membership. This is followed by an analysis of the number and type of LGPS employers.

Other workload measures include:

- Joiners and leavers with a full analysis of the various types of retirements
- Number of quotations provided and actual events processed
- AVCs, ARCs and Added years
- Appeals

## Section 4 - Staff Related Measures

The measures included here are an analysis of staff numbers by pay band, sickness absence, pensions work experience, staff qualifications and staff turnover.

## Section 5 - Industry Standard Performance Indicators

In this section we show how authorities perform against each of the LGPC performance indicators.

## Section 6 - Comparison by Method of Service Delivery (final report only)

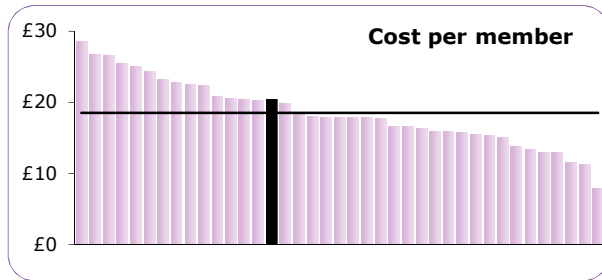
This shows members' costs and averages compared for in-house and externally managed pension schemes.

## Section 7 -Timeseries (final report only)

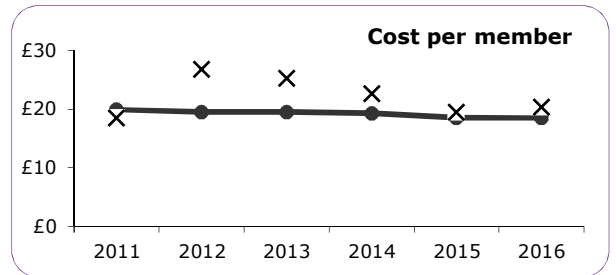
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

## SECTION 1 - SUMMARY 2015/16

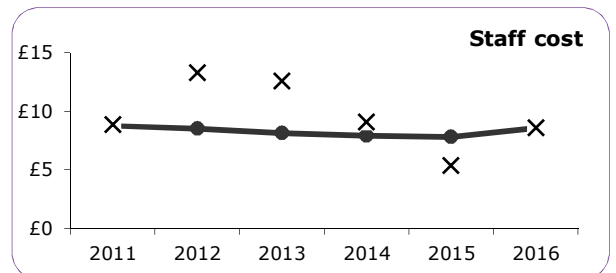
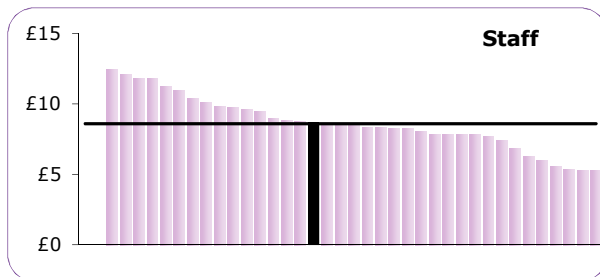
### NET COST / MEMBER 2015/16



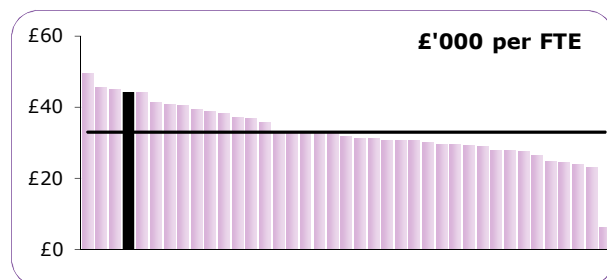
● Club average  
X Cambridgeshire



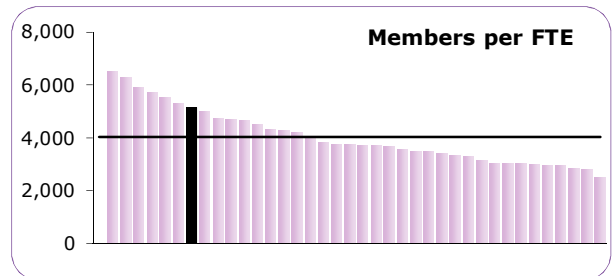
### STAFF COST / MEMBER 2015/16



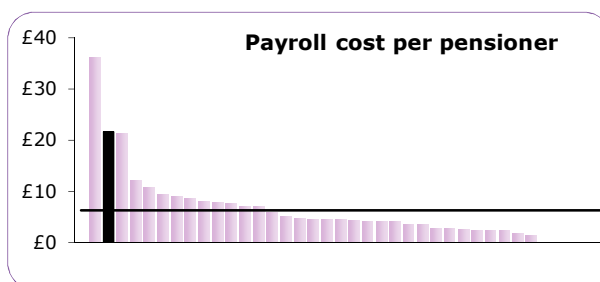
### COST £'000 / FTE



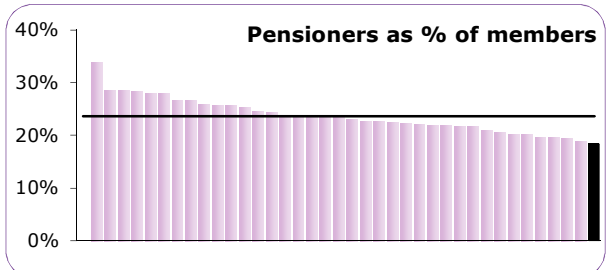
### MEMBERS LGPS / ADMIN FTE



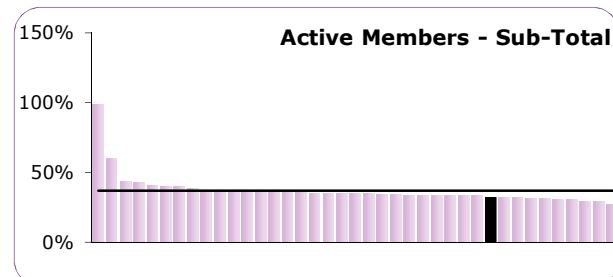
### PAYROLL COST / PENSIONER



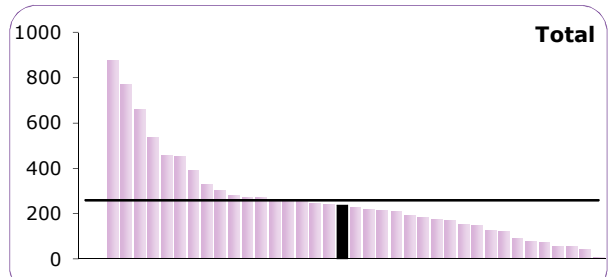
### PENSIONERS AS A % MEMBERS



### ACTIVES AS A % MEMBERS



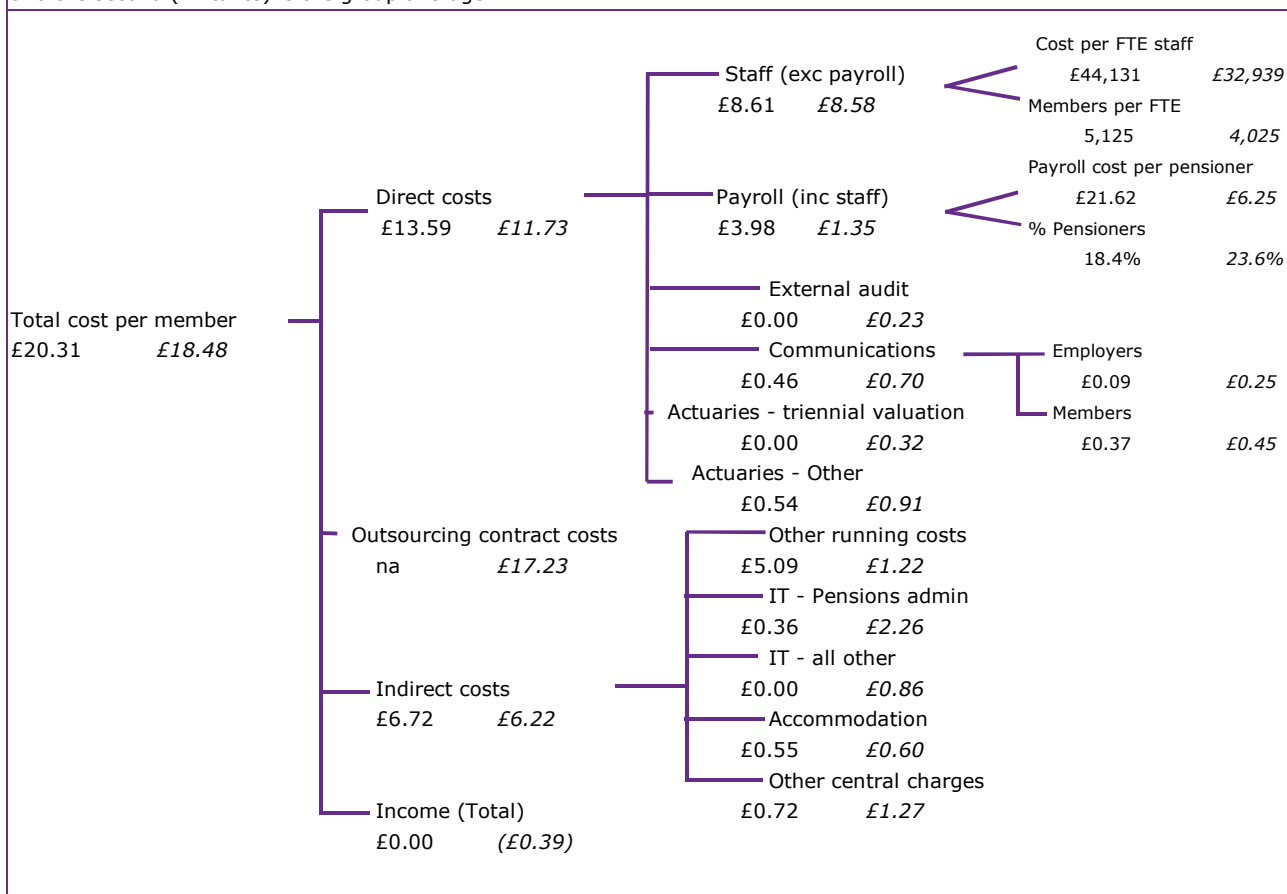
### NUMBER OF LGPS EMPLOYERS



## SECTION 2 - COST MEASURES

### COST/MEMBER TREE 2015/16

This tree diagram analyses the cost per member. For each benchmark two figures are given the first being the authority's cost and the second (in italics) is the group average.



FTE staff	
Pension Section total	28.8
less	
IT staff	4.5
Payroll staff	2.0
Communications staff	0.5
Employing authority work	6.0
Work for other schemes	NA
Other work	0.5
<b>Admin of LGPS</b>	<b>15.3</b>

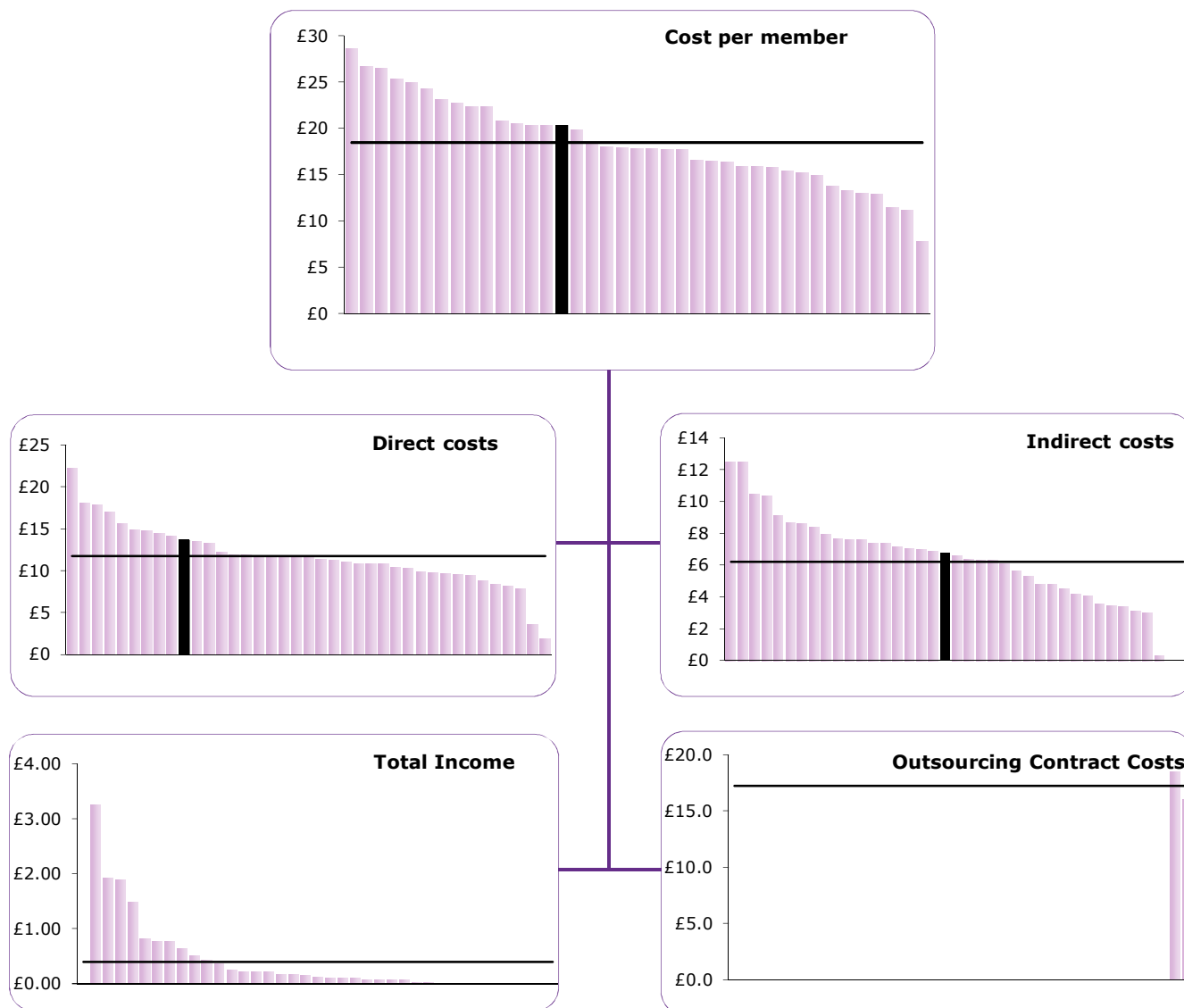
Net Costs £'000	
	£'000
Pension Section total	2,271
less	
Work for other schemes	151
Employing authority work	170
Other work	363
<b>Admin of LGPS</b>	<b>1,587</b>

Admin of LGPS costs		£ per member	Avg
	£'000		
Staff - administration	673	8.61	8.58
Staff - payroll	1	0.01	0.34
Payroll	310	3.97	1.01
Communications (Total)	36	0.46	0.70
Actuaries - triennial valuation	-	-	0.32
Actuaries - other	42	0.54	0.91
External audit	-	-	0.23
<b>Total Direct Costs</b>	<b>1,062</b>	<b>13.59</b>	<b>11.73</b>
<b>Outsourcing costs</b>	<b>-</b>	<b>na</b>	<b>17.23</b>
Other running costs	398	5.09	1.22
IT - Pensions admin	28	0.36	2.26
IT - All other	-	-	0.86
Accommodation	43	0.55	0.60
Other central charges	56	0.72	1.27
<b>Total Indirect Costs</b>	<b>525</b>	<b>6.72</b>	<b>6.22</b>
<b>Gross Cost</b>	<b>1,587</b>	<b>20.31</b>	<b>18.83</b>
Income - Members	-	-	(0.04)
Income - Employers	-	-	(0.15)
Income - Other	-	-	(0.20)
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>(0.39)</b>
<b>Net Cost</b>	<b>1,587</b>	<b>20.31</b>	<b>18.48</b>

**Total Scheme Membership 78,155**

\*Outsourcing Contract Costs average only includes those members who have outsourcing costs.

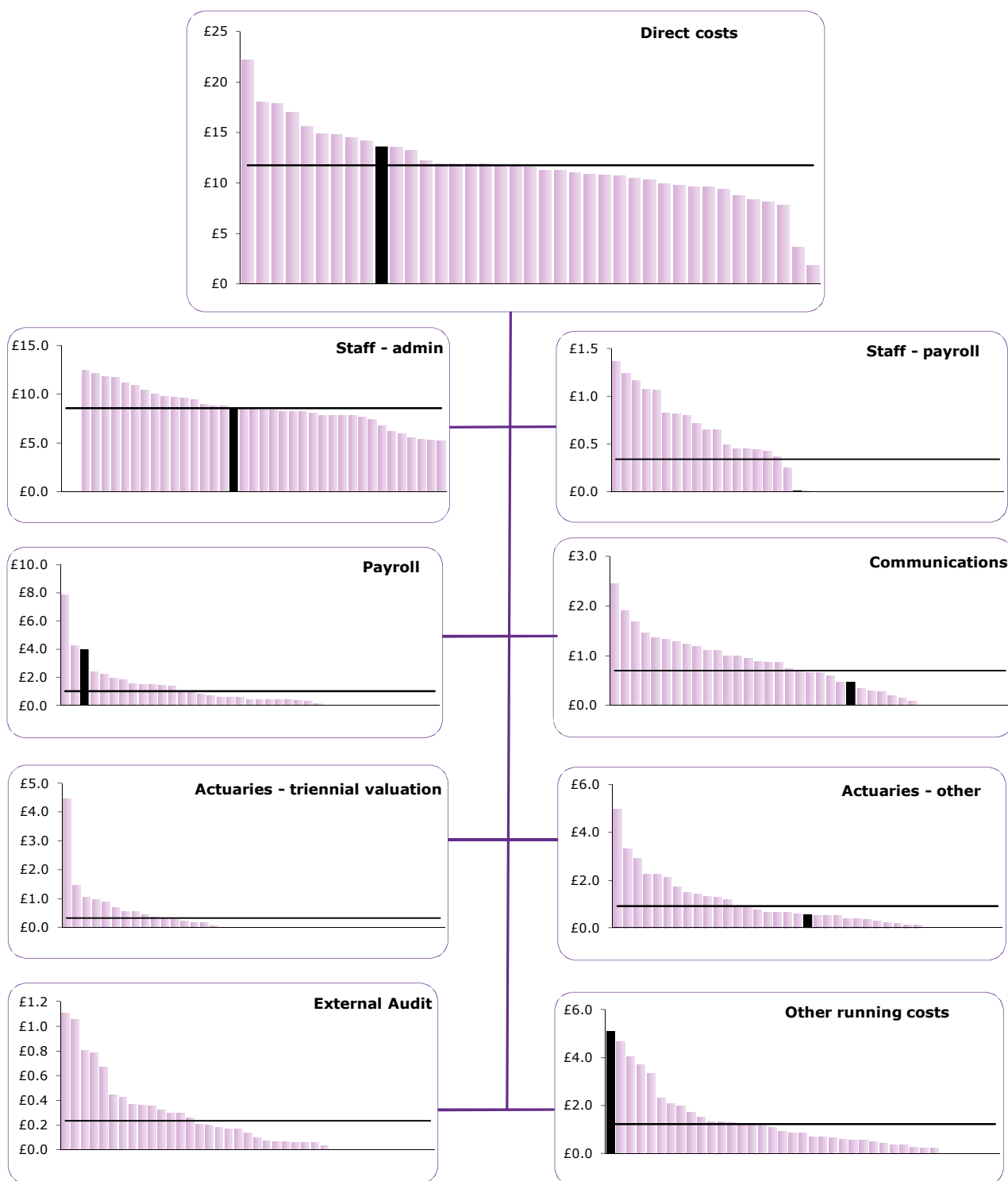
## COST PER MEMBER 2015-16



Admin of LGPS costs		£ per member	Avg
	£'000		
Total Direct Costs	1,062	13.59	11.73
Outsourcing costs	-	na	17.23
Total Indirect Costs	525	6.72	6.22
Total Income	-	-	(0.39)
<b>Net Cost</b>	<b>1,587</b>	<b>20.31</b>	<b>18.48</b>

<b>Total Scheme Membership</b>	<b>78,155</b>
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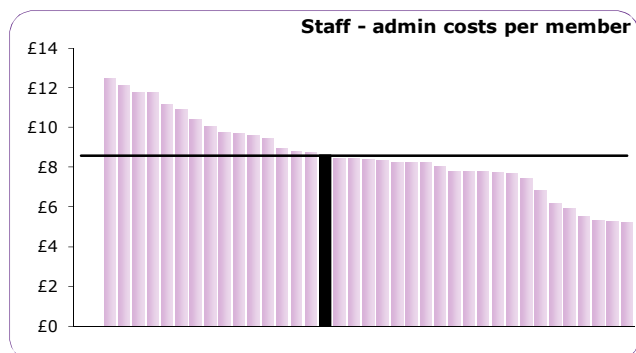
## COSTS PER MEMBER - Direct costs 2015/16



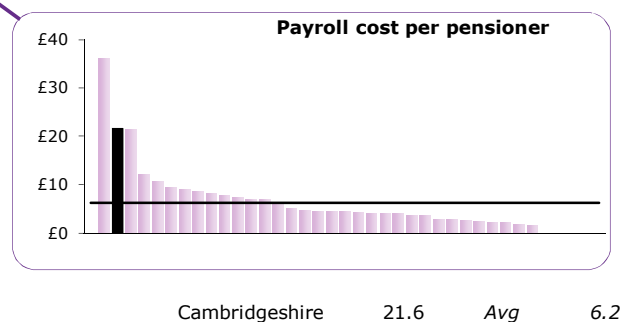
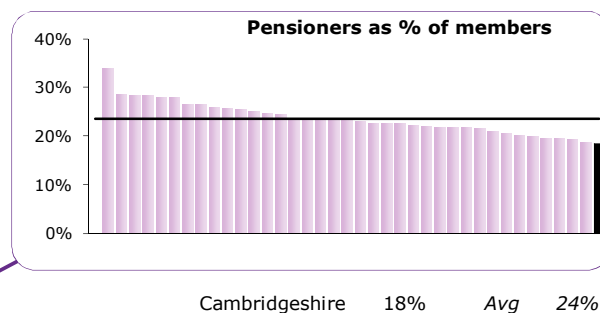
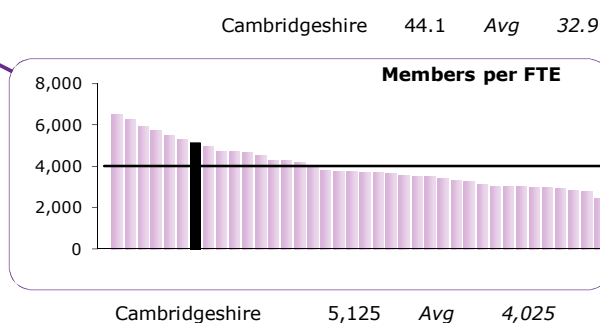
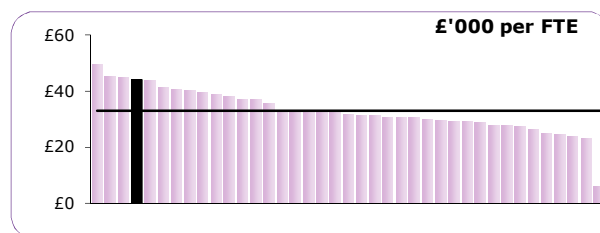
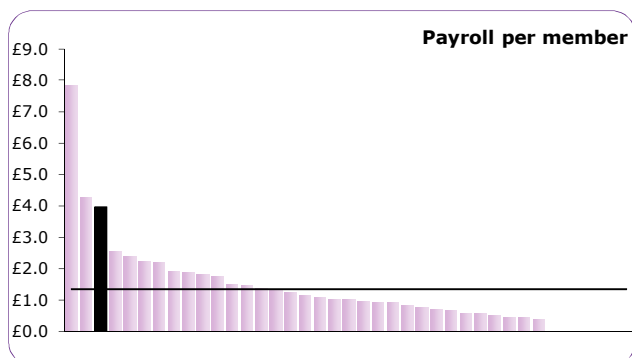
Direct costs	£'000	£ per member	Avg
Staff - admin	673	8.61	8.58
Staff - payroll	1	0.01	0.34
Payroll	310	3.97	1.01
Communications	36	0.46	0.70
Actuaries - triennial valuation	-	-	0.32
Actuaries - other	42	0.54	0.91
External audit	-	-	0.23
<b>Total</b>	<b>1,062</b>	<b>13.59</b>	<b>11.73</b>

## DIRECT COSTS PER MEMBER - Staff and Payroll costs 2015/16

	£'000	£ per member	Avg
Staff - admin	673	8.61	8.58

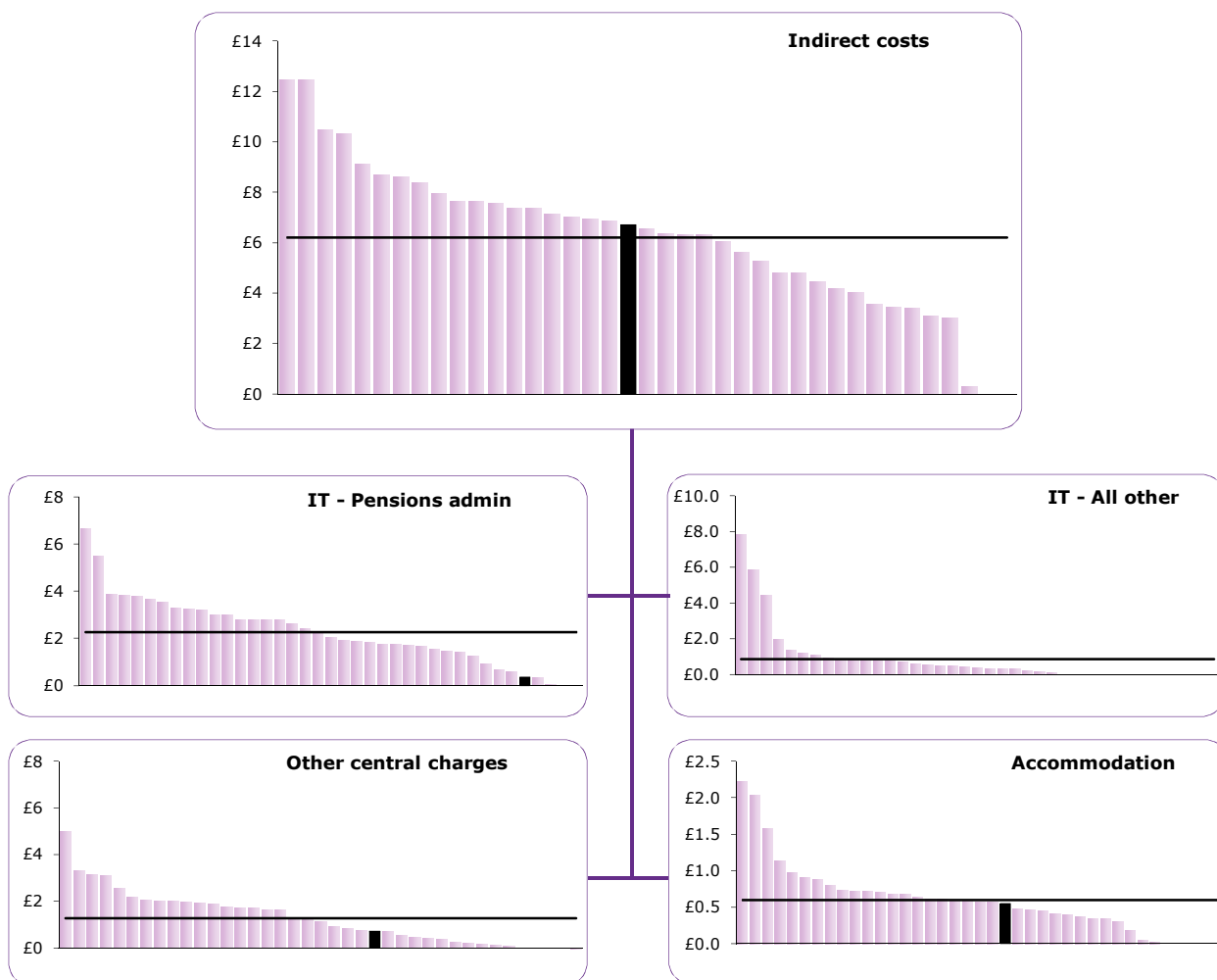


	£'000	£ per member	Avg
Payroll (combined)	311	3.98	1.35



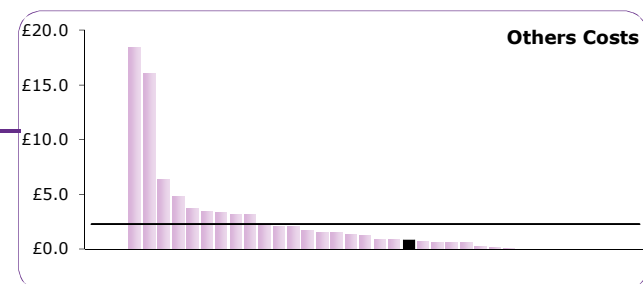
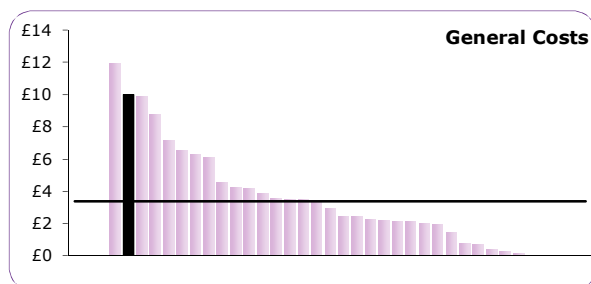
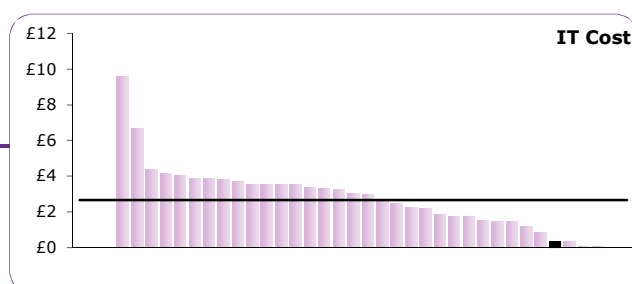
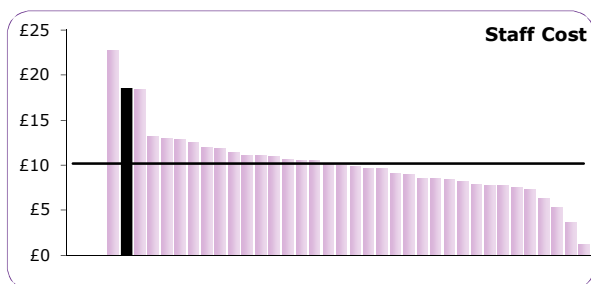
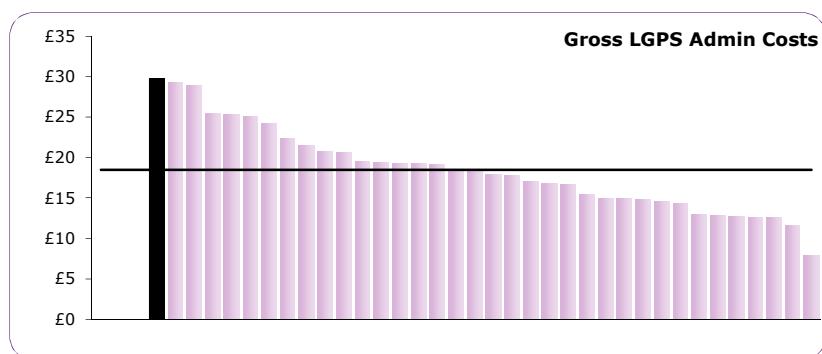


## COSTS PER MEMBER - Indirect costs 2015/16



Indirect costs		£ per member	
	£'000		Avg
Other running costs	398	5.09	1.22
IT - Pensions admin	28	0.36	2.26
IT - All other	-	-	0.86
Accommodation	43	0.55	0.60
Other central charges	56	0.72	1.27
<b>Total</b>	<b>525</b>	<b>6.72</b>	<b>6.22</b>

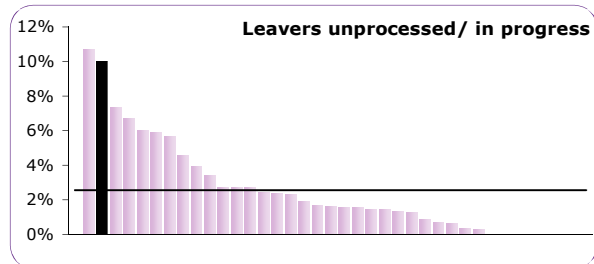
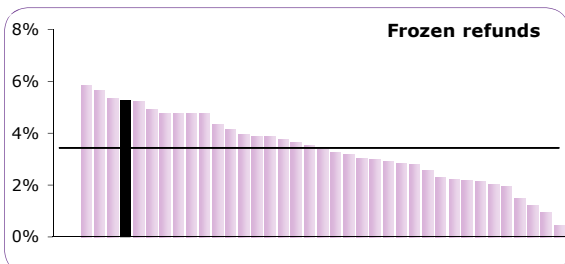
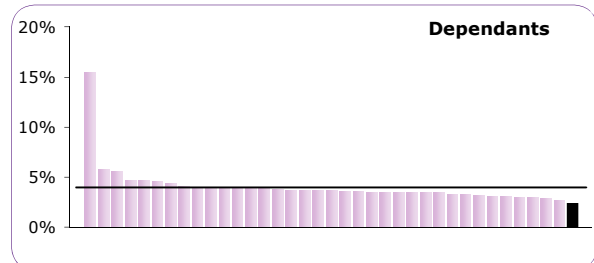
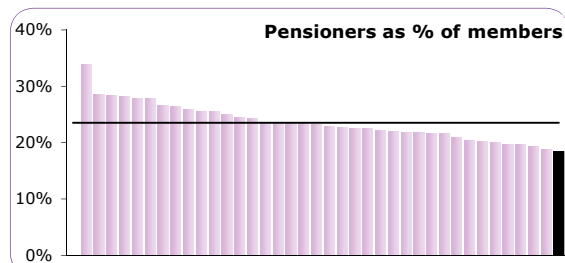
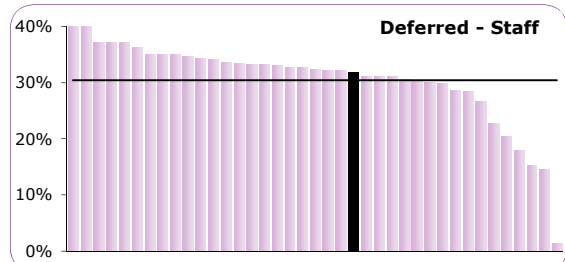
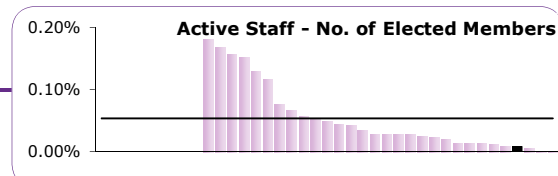
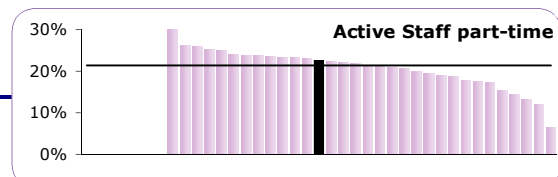
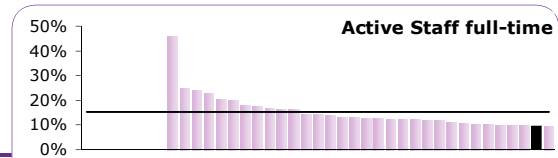
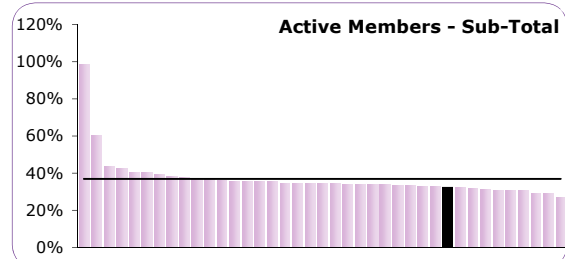
## COSTS PER MEMBER - LGPS Administration Expenses Analysis 2015/16



LGPS Administration Expenses		£ per member	
	£'000		Avg
Staff Costs	1,449	18.54	10.17
IT Costs	28	0.36	2.67
General Costs	780	9.98	3.37
Other Costs	63	0.81	2.26
<b>Gross LGPS Admin Exp.</b>	<b>2,320</b>	<b>29.68</b>	<b>18.47</b>
<b>Gross LGPS Income</b>	<b>50</b>	<b>0.64</b>	<b>0.67</b>
<b>Net LGPS Admin Exp.</b>	<b>2,270</b>	<b>29.04</b>	<b>17.80</b>

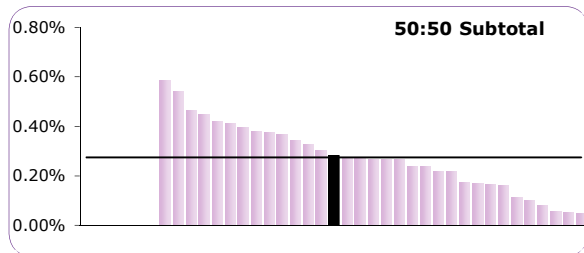
## SECTION 3 - WORKLOAD MEASURES

### COMPOSITION OF MEMBERS AS AT 31/3/2016



Composition of members				
	No.	%	Avg	Avg %
<b>Active:</b>				
- full-time	7,470	9.6%	19,886	15.3%
- part-time	17,717	22.7%	17,548	21.4%
- no. of elected Members	7	0.0%	39	0.05%
<b>- sub-total</b>	<b>25,194</b>	<b>32.2%</b>	<b>36,572</b>	<b>36.9%</b>
<b>Deferred:</b>				
- Staff	24,820	31.8%	31,783	30.5%
- Elected Members	6	0.0%	33	0.0%
Pensioners	14,382	18.4%	24,676	23.6%
Dependants	1,827	2.3%	4,210	3.9%
Frozen refunds	4,102	5.2%	3,302	3.4%
Leavers unprocessed/ in progress	7,824	10.0%	2,368	2.5%
<b>Total</b>	<b>78,155</b>		<b>102,943</b>	

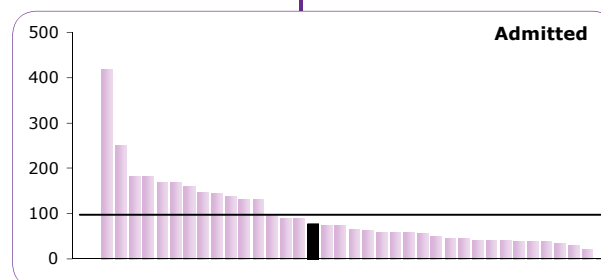
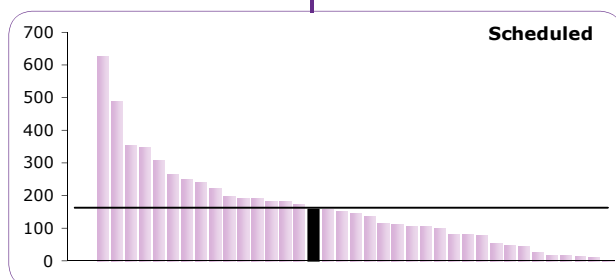
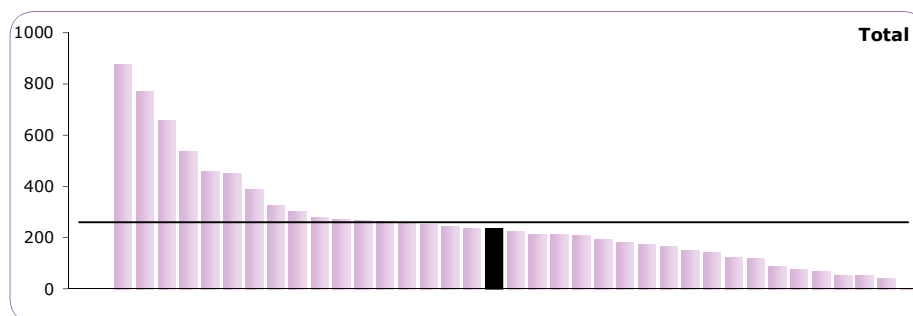
## COMPOSITION OF MEMBERS AS AT 31/03/2016



### Composition of active members

	No.	%	Avg
50:50	71	0.3%	0.3%

## NUMBER OF LGPS EMPLOYERS AS AT 31/03/2016



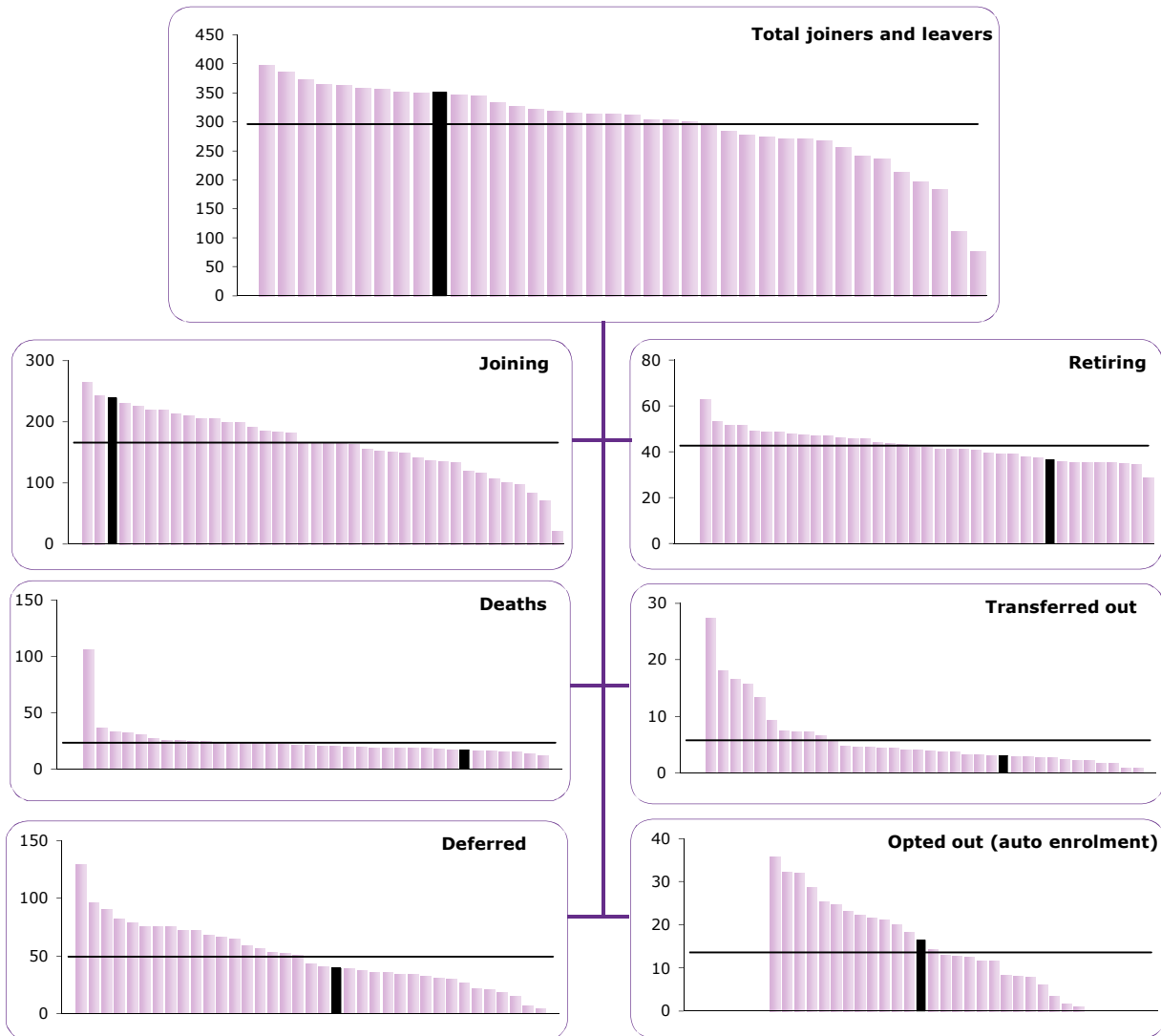
### LGPS employers (31/3/16)

	No.	Avg	of which:	No.	%	Avg
Scheduled	160	163	Local Authorities	9	6%	9%
Admitted	78	97	Transferee	55	71%	44%
<b>Total</b>	<b>238</b>	<b>260</b>				

### Employer changes 2015/16

	+/- Changes		Admitted		Leaving	
	No.	Avg	No.	Avg	No.	Avg
Scheduled	<min	2	12	13	3	1
Admitted	<min	1	14	9	<min	34

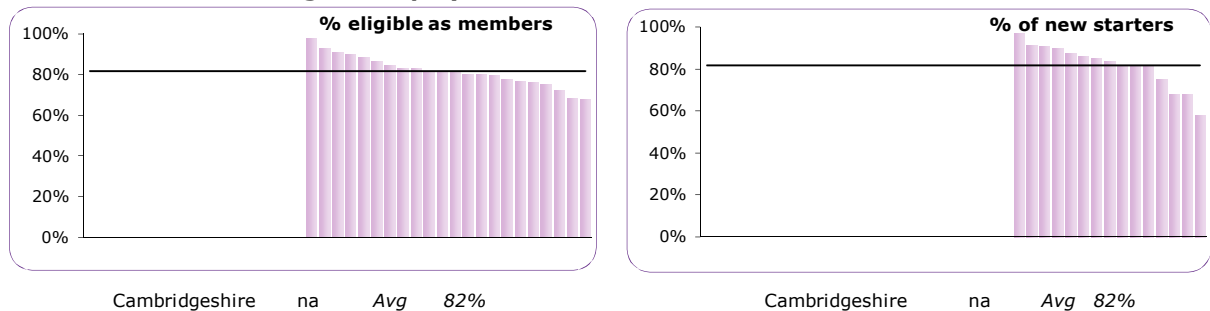
## JOINERS & LEAVERS (per '000 active members)



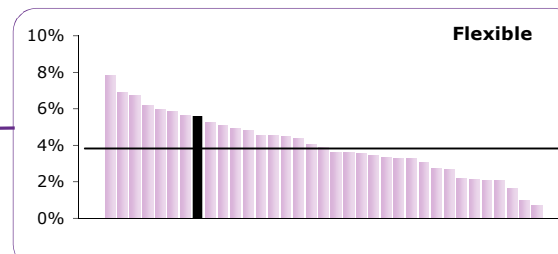
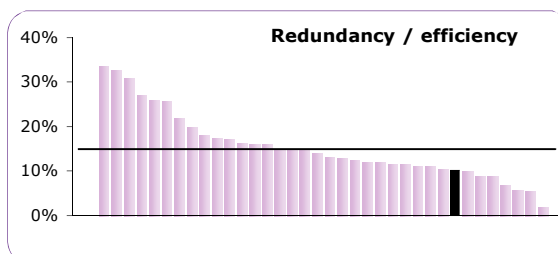
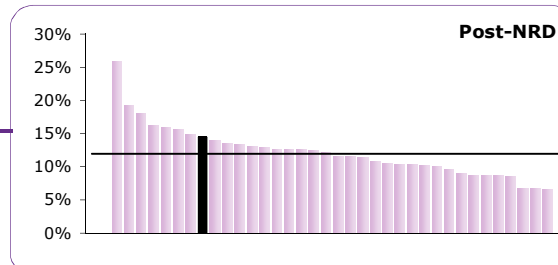
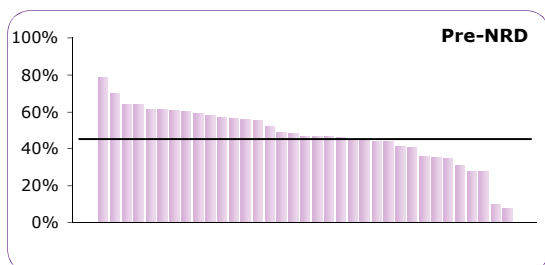
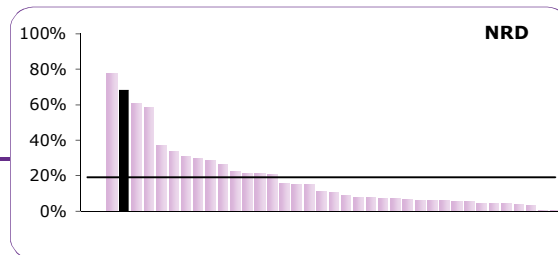
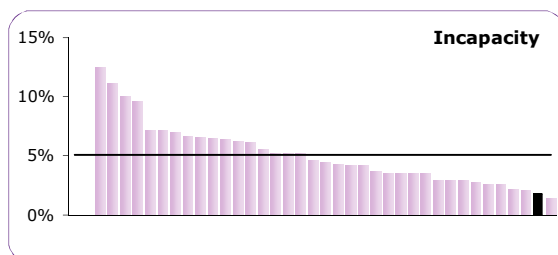
Joiners & leavers (per '000 active members)			
	No.	'000	Avg
Joining	6,022	239	166
Retiring	921	37	43
Deaths	419	17	23
Transferred out	75	3	6
Deferred	993	39	49
Opted out	416	17	14
<b>Total</b>	<b>8,846</b>	<b>351</b>	<b>296</b>

Active members	
	25,194

## LGPS members as % eligible employees



## RETIRING (per '000 active members)

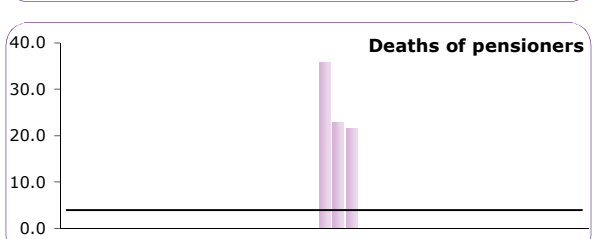
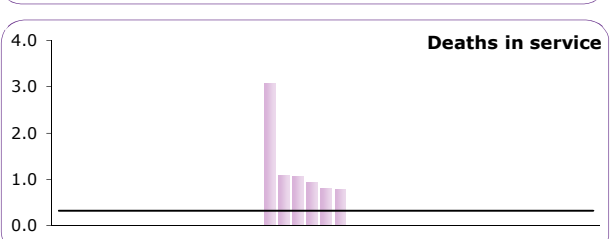
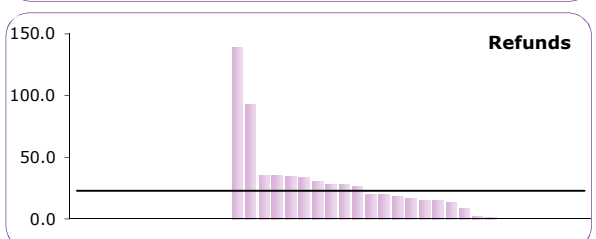
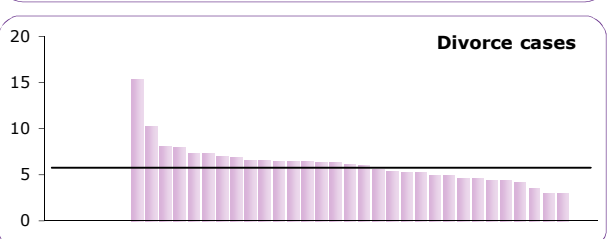
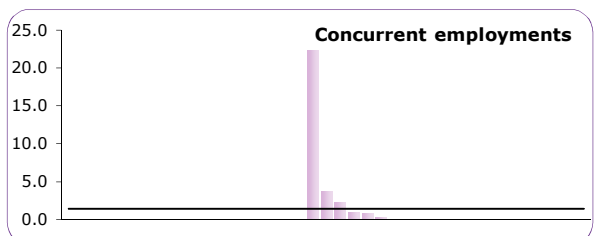
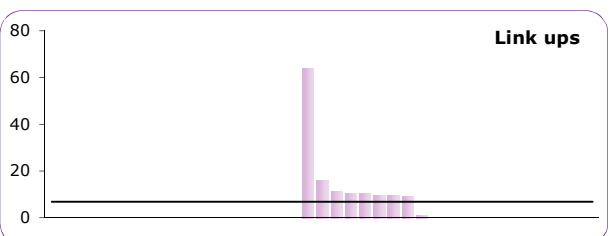
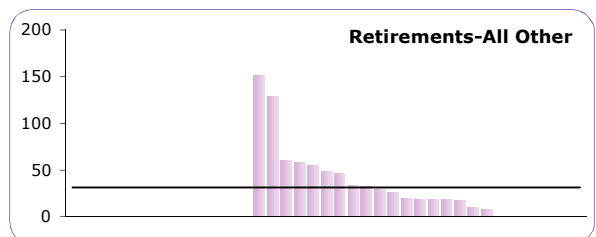
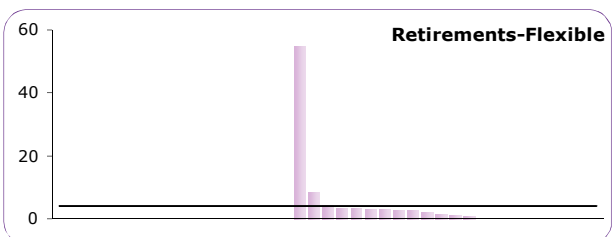
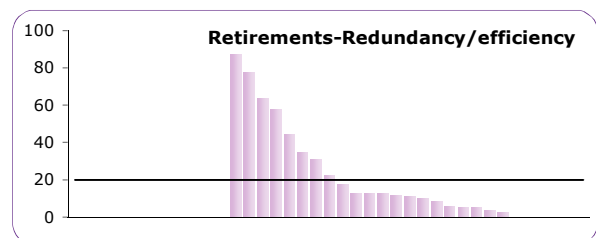
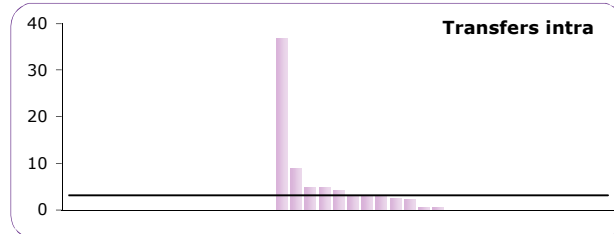
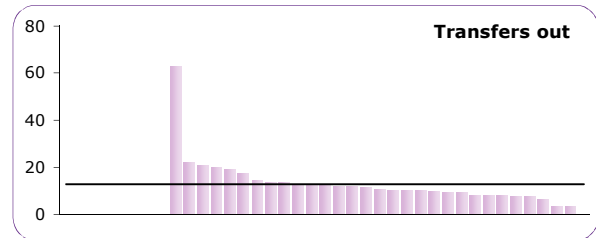
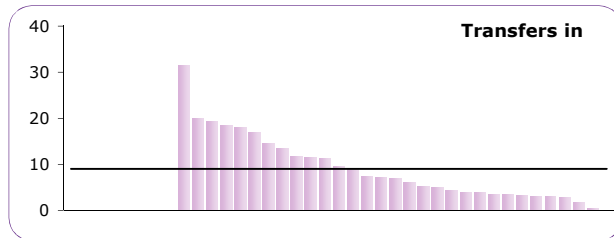


Retirements	No.	%	Avg
Incapacity	16	2%	5%
NRD	621	68%	19%
Pre-NRD	-	0%	45.2%
Post-NRD	132	14%	12%
Redundancy / efficiency	92	10%	15%
Flexible	51	5.6%	3.8%
<b>Total</b>	<b>912</b>		

Retiring (per '000 active members)			
	No.	'000	Avg
Retiring	912	37	43

Active members
25,194

## NUMBER OF QUOTATIONS PROVIDED (per '000 active members)

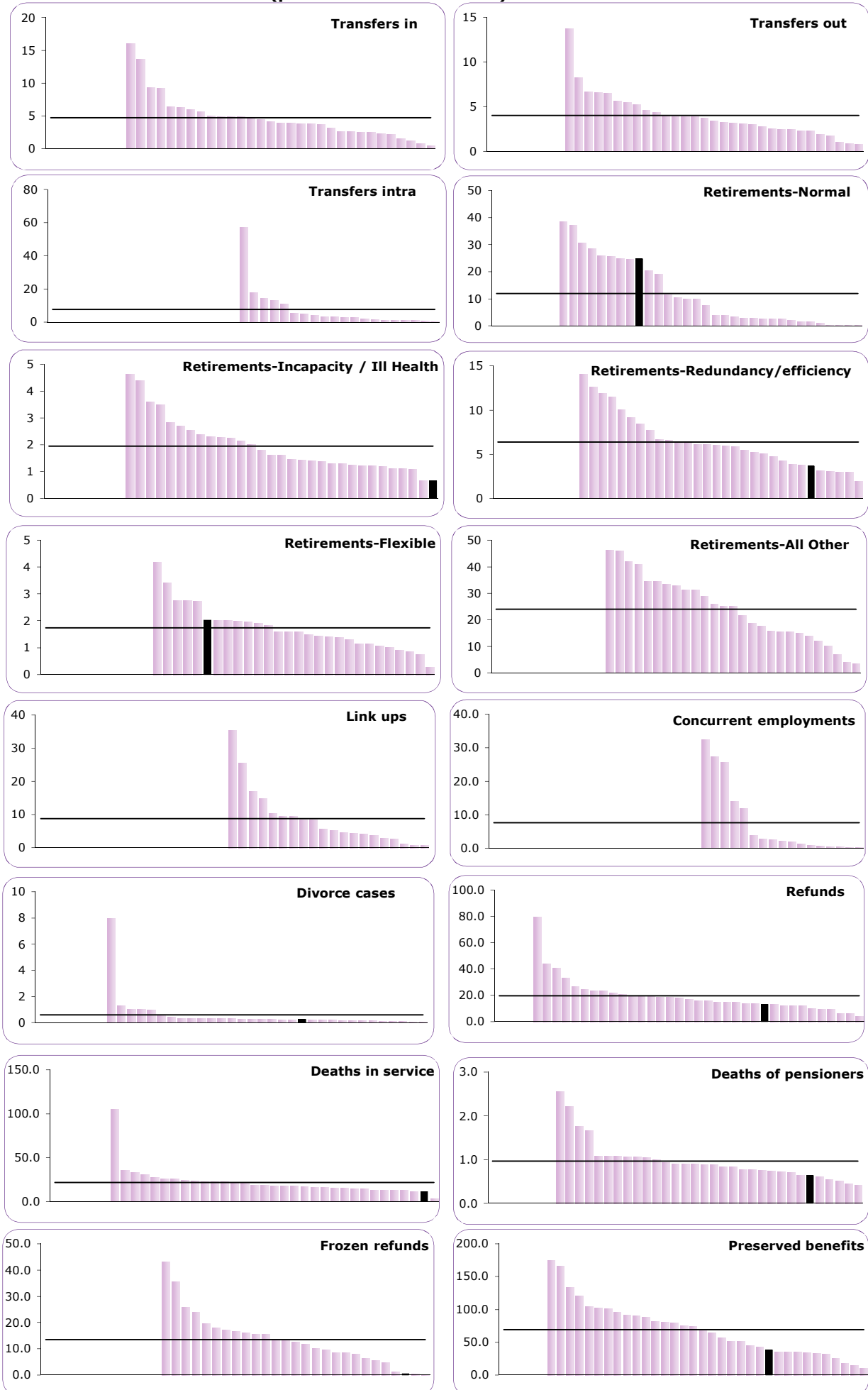


No of bulk transfers	No.	'000	Avg
TUPE -in	na	na	0
TUPE -out	na	na	0
Academies	na	na	0

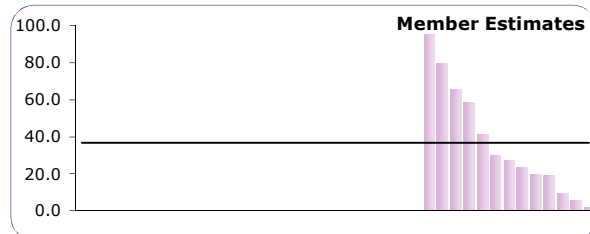
Active members:		25,194		
Quotations provided		No.	'000	Avg
TUPE -in		na	na	0.0
TUPE -out		na	na	0.0
Academies		na	na	0.0
Retirements:				
- Normal		na	na	13.8
- Incapacity/ill-health		na	na	1.6
- Redundancy/efficiency		na	na	20.0
- Flexible		na	na	4.1
- All other		na	na	31.2
Transfers in		na	na	8.9
Transfers out		na	na	12.9
Transfers intra		na	na	3.1
Link ups		na	na	6.7
Concurrent employments		na	na	1.4
Refunds		na	na	22.9
Divorce cases		na	na	5.8
Deaths in service		na	na	0.3
Deaths of pensioners		na	na	4.0



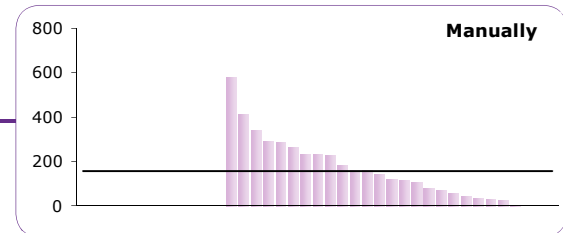
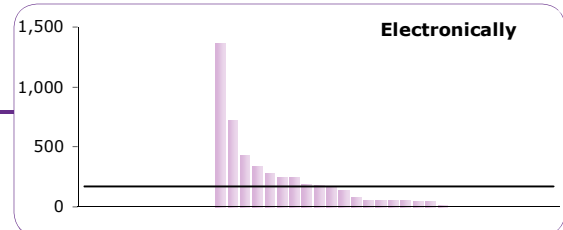
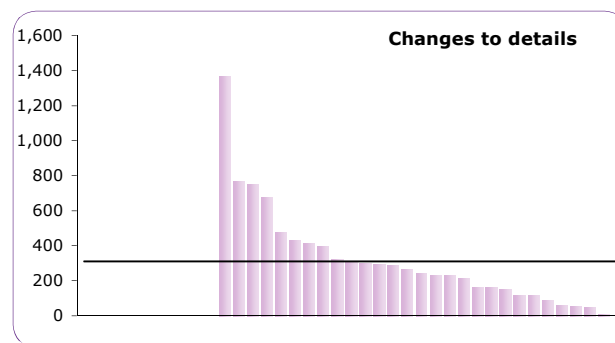
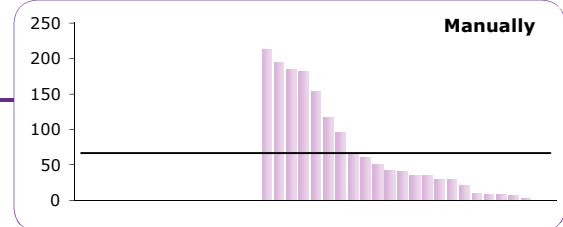
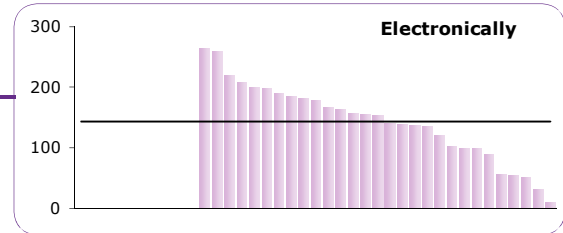
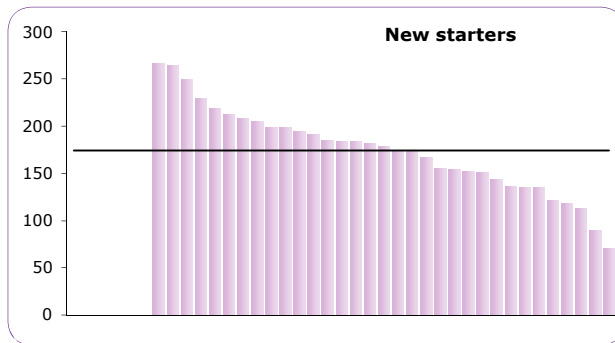
## NUMBER OF ACTUAL EVENTS (per '000 active members)



<b>Active members:</b>		<b>25,194</b>		
<b>Actual events</b>	<b>No.</b>	<b>'000</b>	<b>Avg</b>	
TUPE -in	na	na	0	
TUPE -out	na	na	0	
Academies	na	na	10	
Retirements:				
- Normal	621	25	12	
- Incapacity/ill-health	16	1	2	
- Redundancy/efficiency	92	4	6	
- Flexible	51	2.0	2	
- All other	..	na	24	
Transfers in	..	na	5	
Transfers out	..	na	4	
Transfers intra	..	na	7	
Link ups	..	na	9	
Concurrent employments	na	na	8	
Refunds	335	13	20	
Frozen refunds	13	0.5	14	
Preserved benefits	958	38	69	
Divorce cases	6	0	1	
Deaths in service	285	11.3	22	
Death of pensioners	16	1	1	
Single Status / Job Evaluation	na	na	na	
Members Estimates	na	na	37	

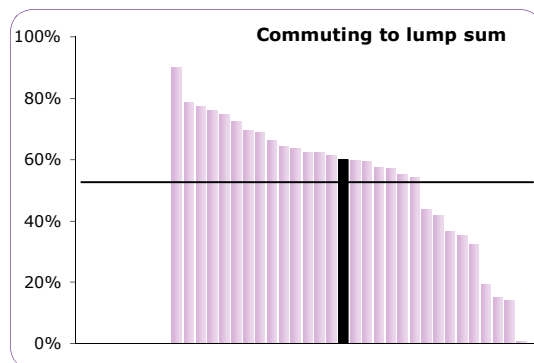


## ACTUAL CALCULATIONS (per '000 active members)



## RETIREMENTS

### Retirements commuting to lump sum



Retirements commuting lump sum		
Number	% total	Avg
548	60%	53%

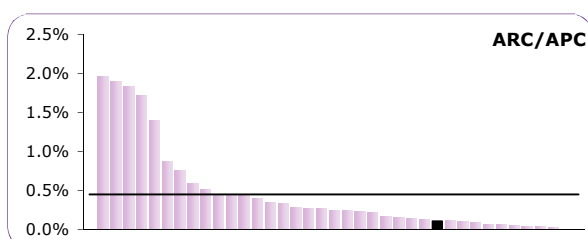
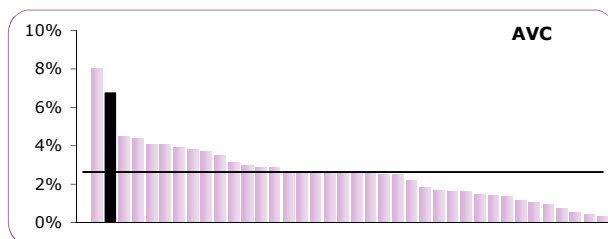
### Active members

25,194

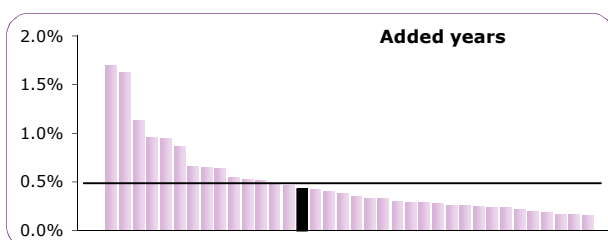
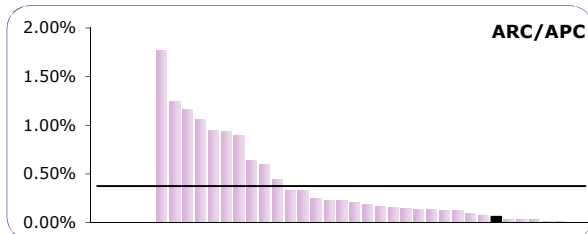
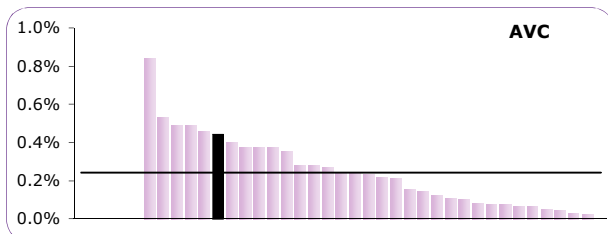
Actual calculations			
	No.	'000	Avg
<b>New starters</b>	..	na	<b>174</b>
- electronically	..	na	143
- manually	na	na	66
<b>Changes to details</b>	..	na	<b>308</b>
- electronically	na	na	169
- manually	na	na	156

## AVCs, ARCs and Added years

### % Currently contributing



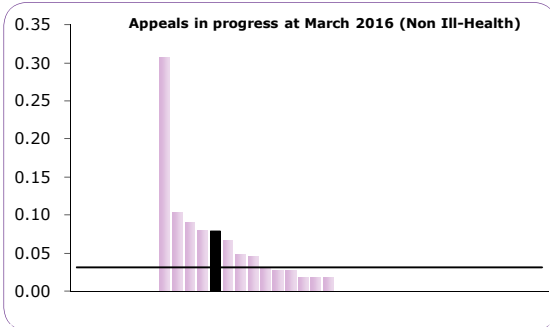
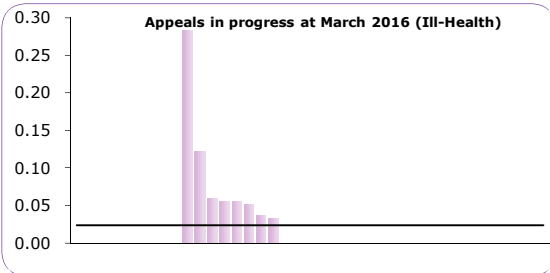
### % New contributors this year



Contributors to AVCs and ARCS			
	No.	%	Avg
<b>Currently contributing</b>			
- AVC	1,706	6.77%	2.64%
- ARC/APC	29	0.12%	0.45%
- Added years	109	0.43%	0.49%
Total	1,844	7.32%	3.47%
<b>New contributors this year</b>			
- AVC	112	0.44%	0.24%
- ARC/APC	17	0.07%	0.37%
Total	129	0.51%	0.54%

Active members
25,194

## APPEALS

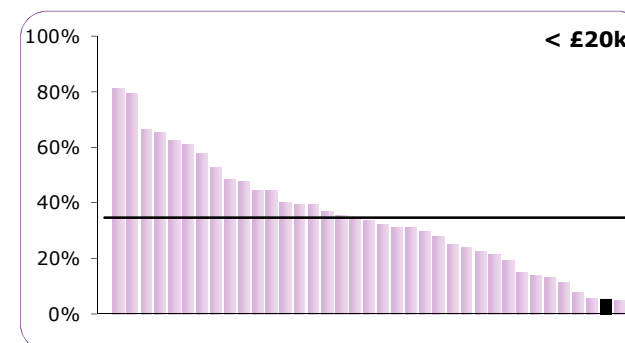
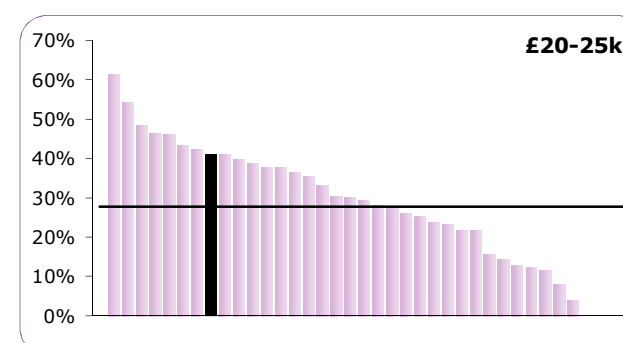
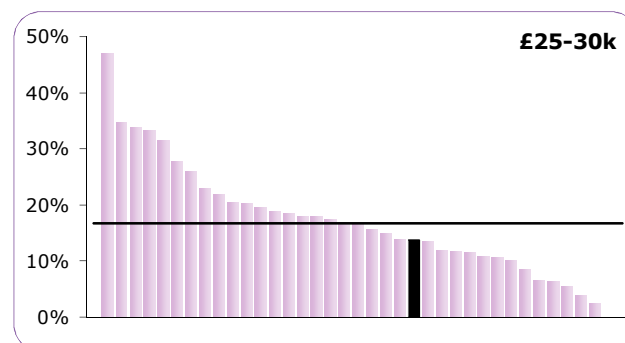
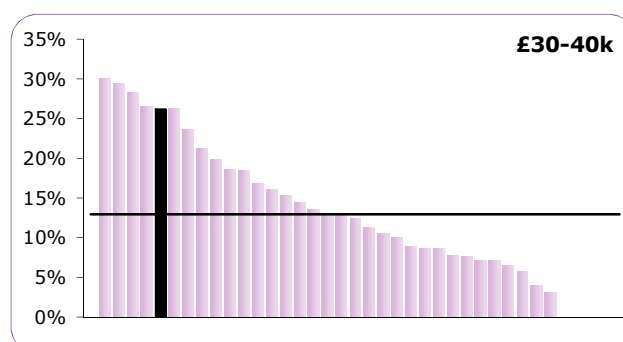
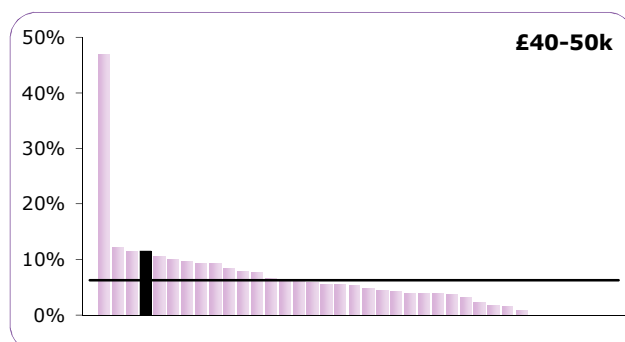
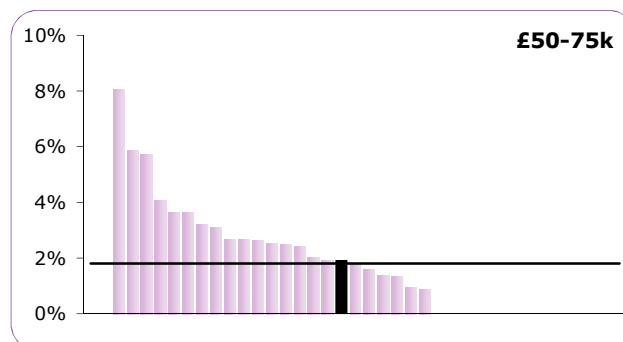
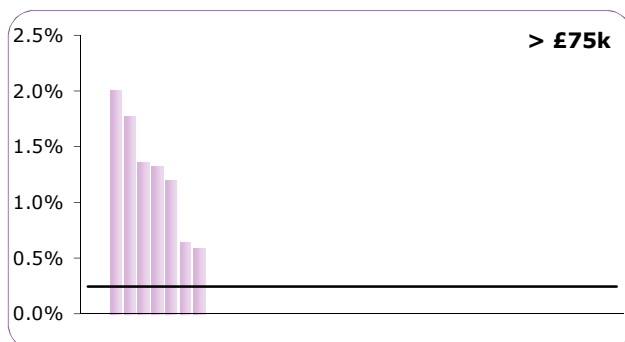


\*Club total: This shows the total for all the Benchmarking Club members 2016

Number of appeals	No.	Per '000 members	Avg	Club* total
<b>Ill-Health</b>				
In progress at start of year	0	0.00	0.03	26
In progress at end of year	0	0.00	0.02	35
<b>Non Ill-Health</b>				
In progress at start of year	1	0.04	0.04	32
In progress at end of year	2	0.08	0.03	32
<b>1st Stage</b>				
Appeals in Progress - 03.15	0	0.00	0.03	27
New Appeals in Year	5	0.20	0.14	202
Appeals Withdrawn	0	0.00	0.01	7
Appeals Upheld	0	0.00	0.03	36
Appeals Not Upheld	3	0.12	0.10	162
Appeals in Progress - 03.16	2	0.08	0.03	24
<b>2nd Stage</b>				
Appeals in Progress - 03.15	0	0.00	0.02	16
New Appeals in Year	0	0.00	0.00	80
Appeals Withdrawn	0	0.00	0.00	3
Appeals Upheld	0	0.00	0.02	18
Appeals Not Upheld	0	0.00	0.05	66
Appeals in Progress - 03.16	0	0.00	0.01	4
<b>Ombudsman Referrals</b>				
Appeals in Progress - 03.15	1	0.04	0.01	8
New Appeals in Year	0	0.00	0.01	18
Appeals Withdrawn	0	0.00	0.00	1
Appeals Upheld	0	0.00	0.00	3
Appeals Not Upheld	1	0.04	0.01	10
Appeals in Progress - 03.16	0	0.00	0.01	7

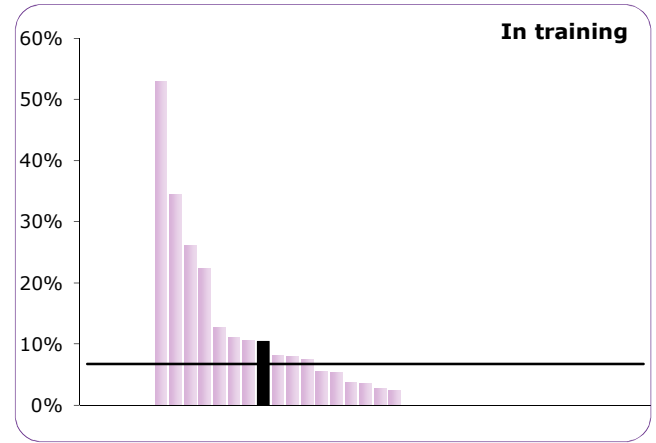
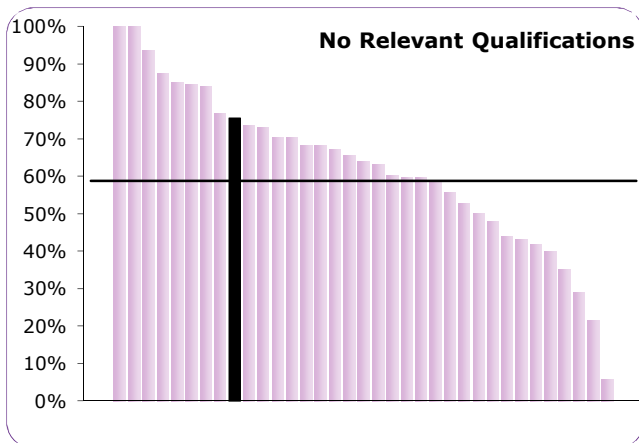
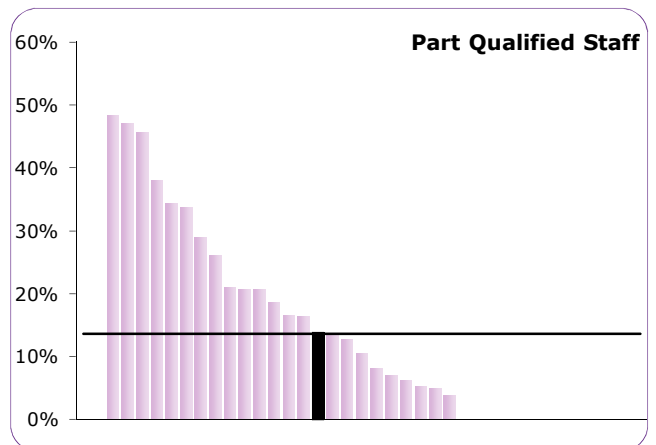
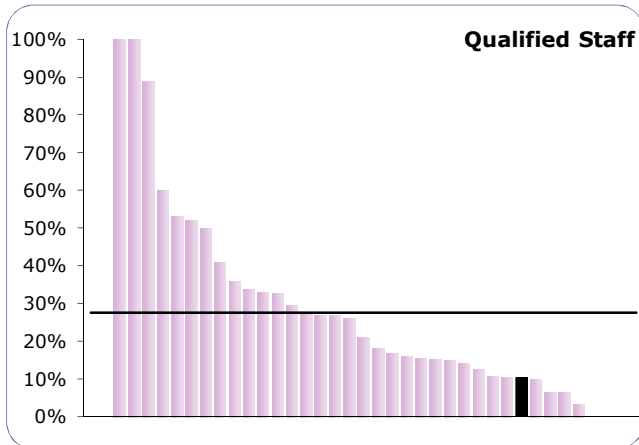
## SECTION 4 - STAFF RELATED MEASURES

### STAFF PAY



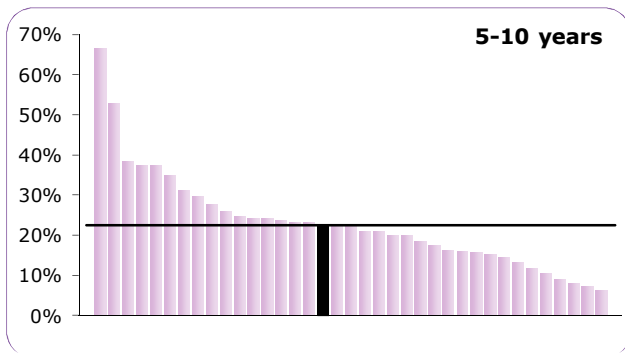
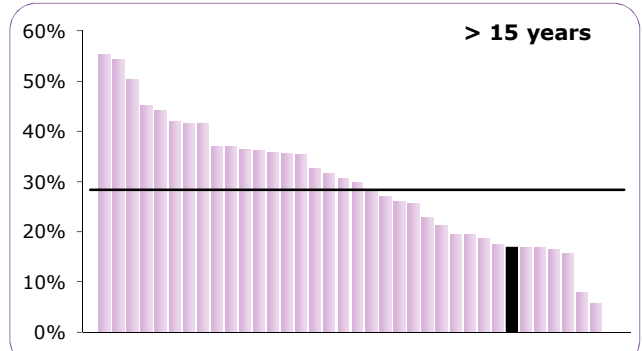
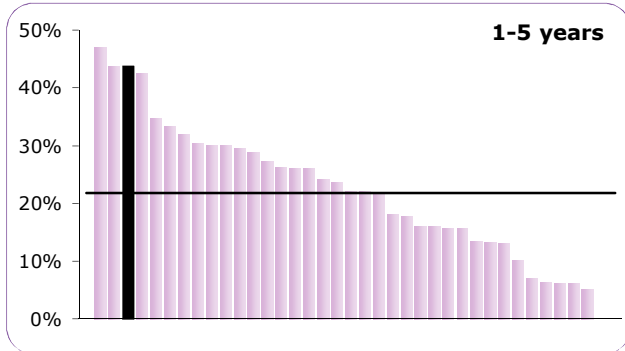
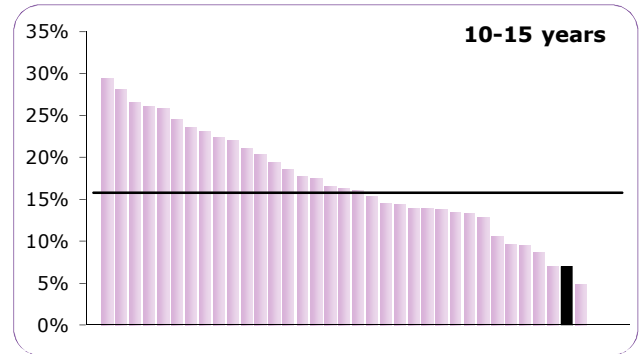
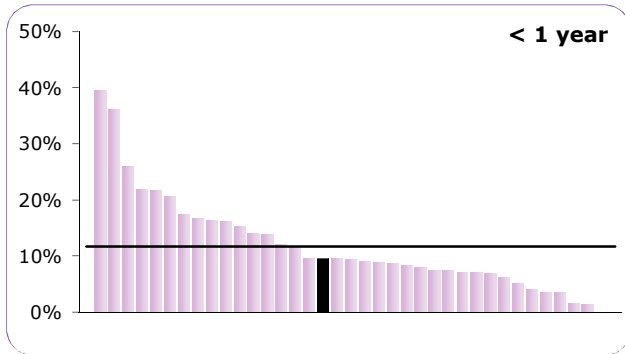
Staff pay			
	FTE	%	Avg
> £75k	0.0	0%	0.2%
£50-75k	0.6	2%	1.8%
£40-50k	3.3	11%	6.2%
£30-40k	7.6	26%	12.9%
£25-30k	4.0	14%	16.7%
£20-25k	11.8	41%	27.6%
< £20k	1.5	5%	34.5%
<b>Total</b>	<b>28.7</b>		

## STAFF QUALIFICATIONS



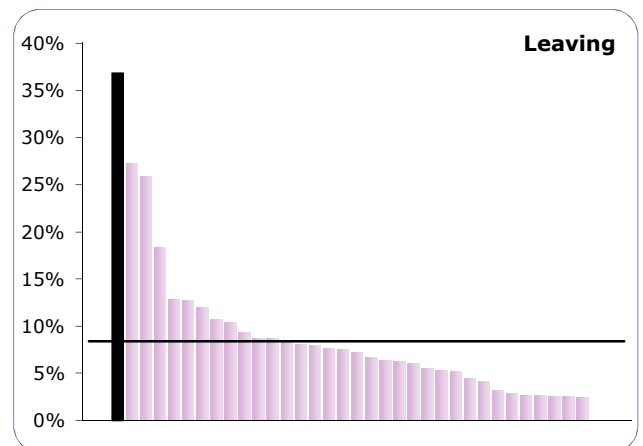
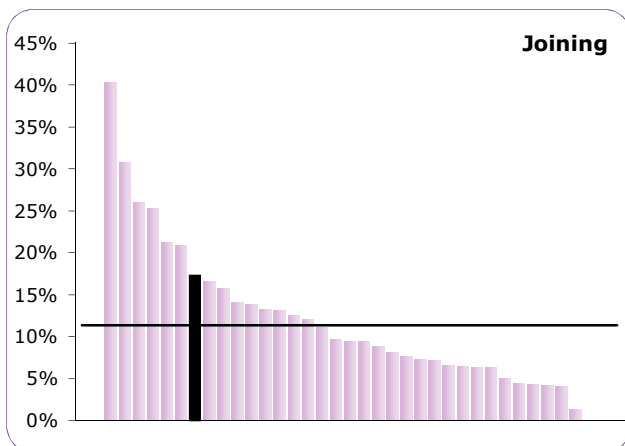
Staff qualifications			
	FTE	%	Avg
Qualified Staff	3.0	10%	28%
Part Qualified Staff	4.0	14%	14%
No Relevant Qualifications	21.7	76%	59%
<b>Total</b>	<b>28.7</b>		
Number in Training	3.0	10%	7%

## STAFF PENSIONS EXPERIENCE



Staff experience			
	FTE	%	Avg
< 1 year	2.8	10%	12%
1-5 years	12.6	44%	22%
5-10 years	6.5	23%	23%
10-15 years	2.0	7%	16%
> 15 years	4.9	17%	28%
<b>Total</b>	<b>28.7</b>		

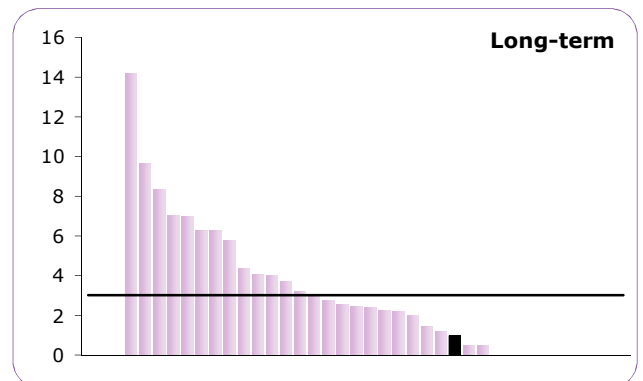
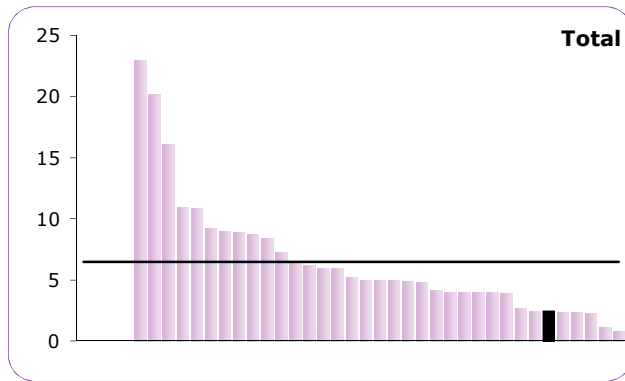
## STAFF TURNOVER



Staff Turnover	FTE	% change	Avg
Staff at 1/4/2015	34.3		
+ Staff joining Pension section	5.0	17.4%	11.4%
- Staff leaving Pension section	10.6	36.9%	8.4%
Staff at 31/3/2016	28.7	-16.3%	4.2%



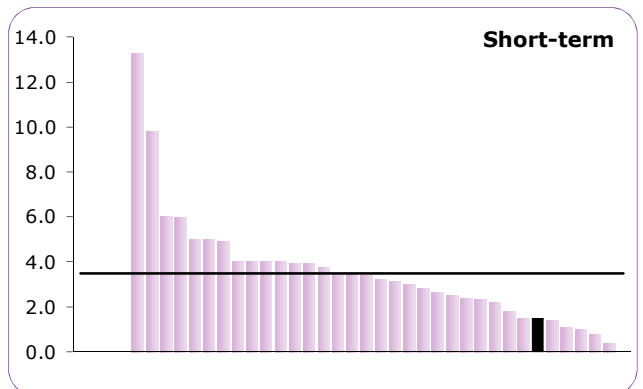
## SICKNESS ABSENCE



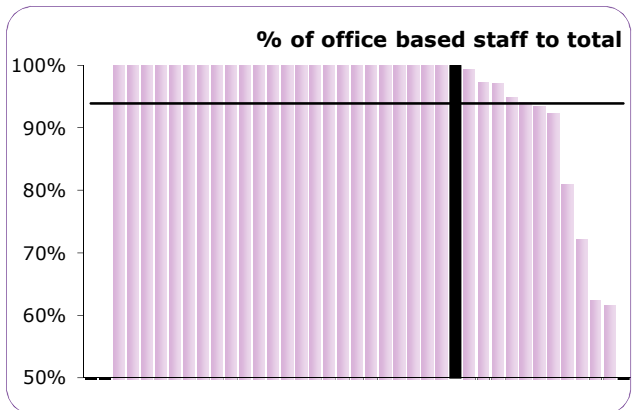
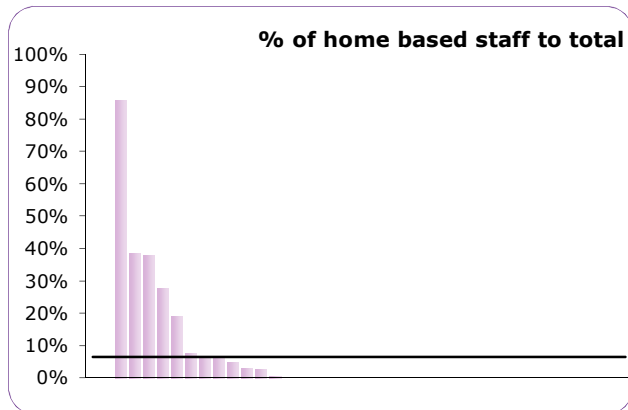
Sickness absence	Days/FTE	Avg
Long-term sickness	1.0	3.0
Short-term sickness	1.5	3.5
<b>Total</b>	<b>2.5</b>	<b>6.5</b>

Long-term sick (periods of sickness over 20 working days)

Short-term sick (periods of sickness of 20 days or less)



## STAFF LOCATION

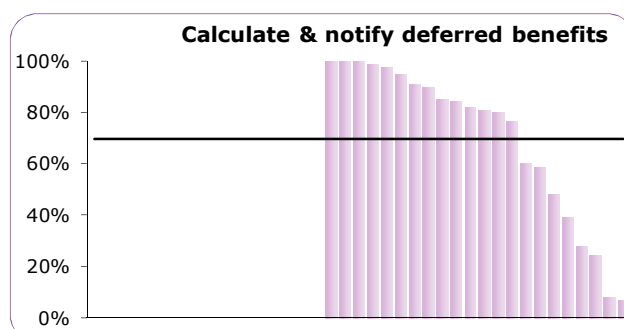
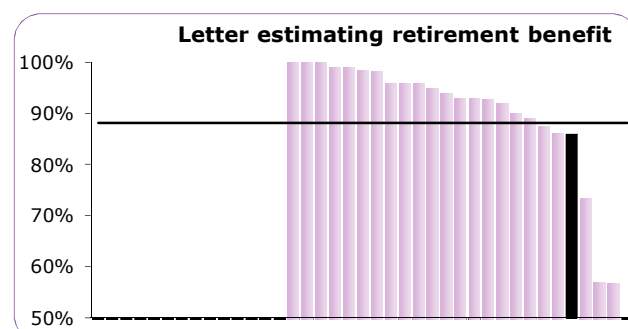
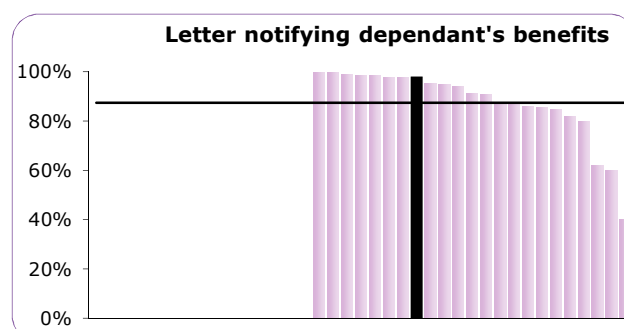
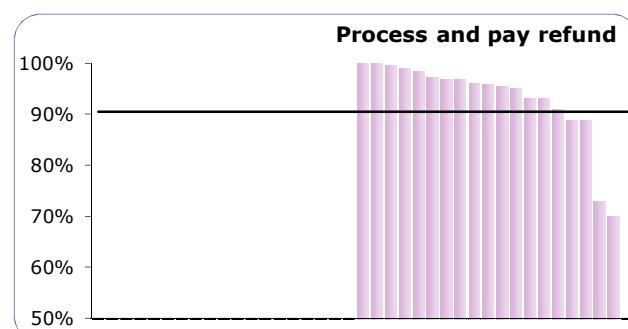
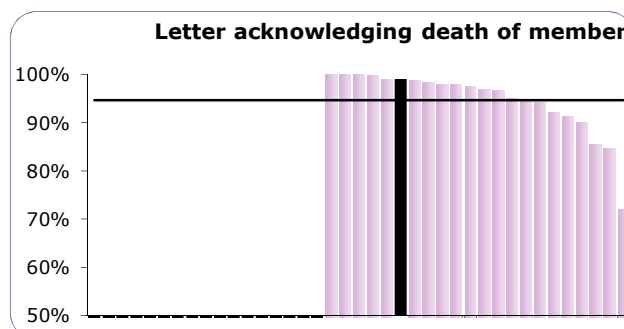
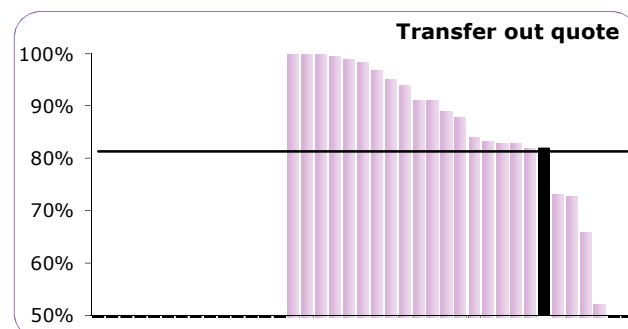
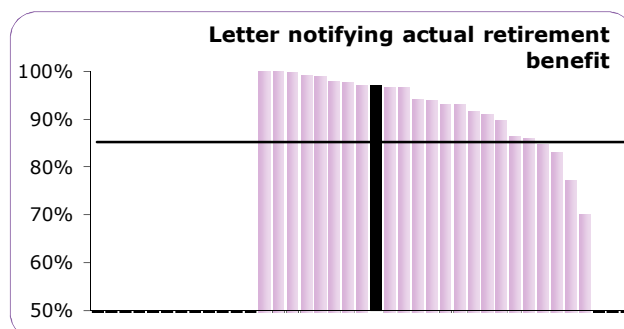
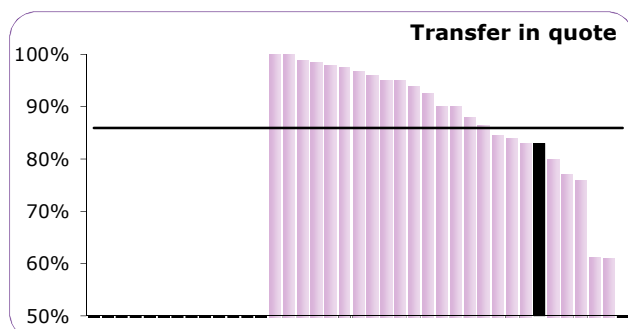


Staff location	FTE	Avg	% to total FTE	Avg
Home based	0.0	2.0	0%	6%
Office based	28.8	35.3	100%	94%
<b>Total</b>	<b>28.8</b>			

Office Based: Staff members who spend >50% of their contracted time working in the office

Home Based: Staff members who spend 50% of their contracted time working from home.

## SECTION 5 - INDUSTRY STANDARD PI's



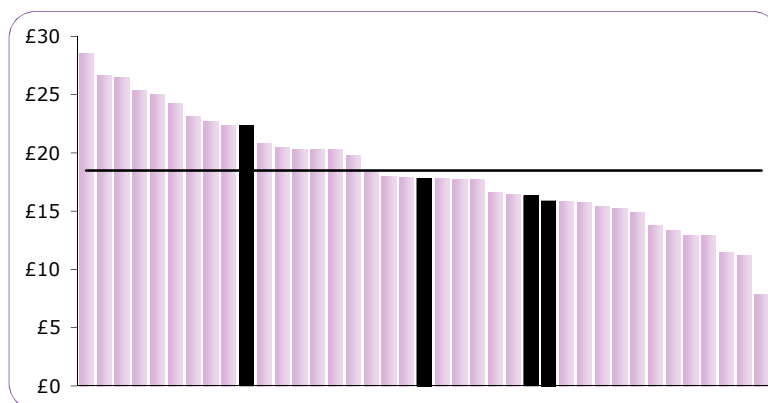
Industry Standard PI's	Target	Achieved	Avg
Letter detailing transfer in quote	10 days	83.0%	86.0%
Letter detailing transfer out quote	10 days	82.0%	81.3%
Process and pay refund	5 days	na	90.5%
Letter notifying <b>estimate</b> of retirement benefit	10 days	86.0%	88.2%
Letter notifying <b>actual</b> retirement benefit	5 days	97.0%	85.2%
Process and pay lump sum retirement grant	5 days	97.0%	85.2%
Letter acknowledging death of member	5 days	99.0%	94.6%
Letter notifying amount of dependant's benefits	5 days	98.0%	87.4%
Calculate and notify deferred benefits	10 days	na	69.8%

## SECTION 6 - COMPARISON BY METHOD OF SERVICE DELIVERY

### COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

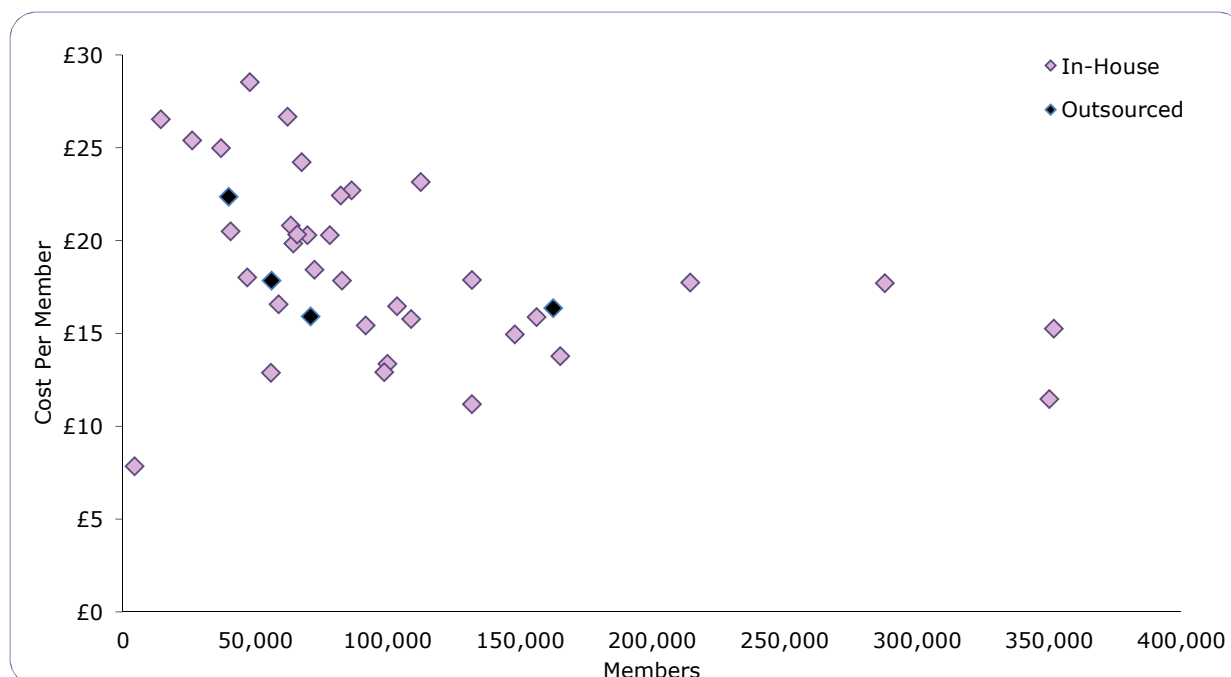
Total members with data:	40
Outsourced members:	4

### LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



	Cost	Members	Cost per Member
Cambridgeshire	£1,587	78,155	£20.31
Club average	£1,754	102,775	£18.48
Outsourced average	£1,419	82,297	£18.12
In-house average	£1,793	105,115	£18.52

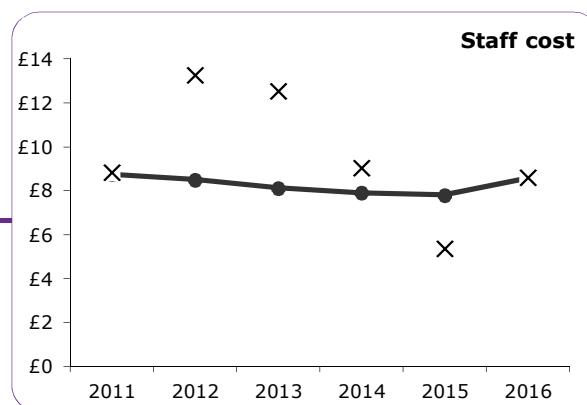
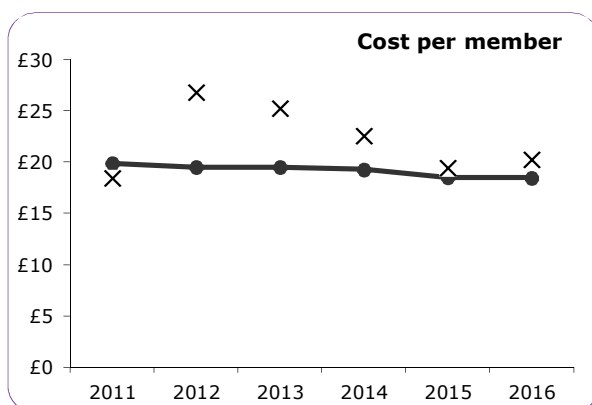
### COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS



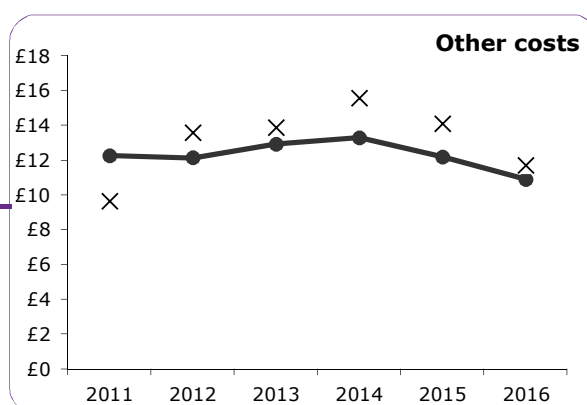
## SECTION 7 - TIMESERIES

The 2016 averages are the actual club averages.

For previous years, the averages shown here are scaled up or down from the 2015 figure based on the average rate of change in each year. This is calculated using data from members who supplied figures in consecutive years, otherwise the simple average in each year would be distorted by changes in the composition of the club from year to year.



**KEY:**  
 Club average  
 Cambridgeshire



Time series analysis						
	2011	2012	2013	2014	2015	2016
Members	64,075	62,337	65,820	71,707	73,354	78,155
Net cost (£'000)	1,183k	1,673k	1,664k	1,622k	1,426k	1,587k
Cost per member	£18.46	£26.84	£25.28	£22.62	£19.44	£20.31
Average	£19.87	£19.51	£19.52	£19.31	£18.52	£18.48
Staff cost	£8.85	£13.28	£12.56	£9.06	£5.37	£8.61
Average	£8.76	£8.51	£8.14	£7.91	£7.80	£8.58
Other costs	£9.61	£13.56	£13.87	£15.54	£14.07	£11.69
Average	£12.25	£12.13	£12.92	£13.27	£12.18	£10.88



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[www.cipfa.org/services/benchmarking](http://www.cipfa.org/services/benchmarking)

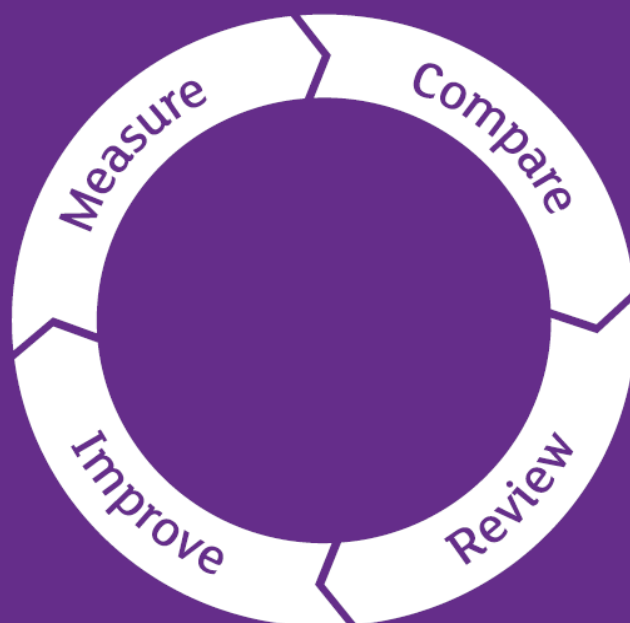
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E: [customerliaison@cipfa.org](mailto:customerliaison@cipfa.org) T: 020 7543 5600



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